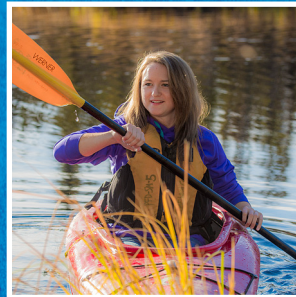


UNIVERSITY OF ALASKA FAIRBANKS
FY13 Financial Review
December 2013



Produced by the Office of Management and Budget



The UAF Office of Management and Budget (OMB)
would like to thank the following offices for their contributions
to this Financial Review.

Thank you for assistance with financial data, detailed analysis and feedback.

Office of Finance & Accounting (OFA)
Planning, Analysis & Institutional Research (PAIR)
Facilities Services
Human Resources
Auxiliary, Recharge & Contract Operations
Residence Life
Marketing & Communications
Printing Services

Additionally, thanks to the schools, colleges and institutes that provided
information or narratives to help “tell the story” behind the numbers.



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FY13 Overview

Higher education institutions in the U.S. are facing increased scrutiny from the multiple constituencies they serve including federal and state policy makers, parents, students and the general public. Learning outcomes and college affordability are among the many issues being carefully reviewed. Attention to college affordability in particular has resulted in an uncertain budget environment for higher education institutions as pressure builds to moderate tuition increases, while also reducing reliance on state and federal funds. This reality has resulted in a dilemma for administrators in higher education as utilities, health care, deferred maintenance and facility needs, and other administrative costs continue to increase. The message from Juneau and Washington D.C. is the same: “moderate your primary self-generating revenue (tuition) and anticipate less from state and federal coffers.”

UAF is not exempt from the conditions that make up this operating environment. Understanding this fiscal climate, UAF must effectively manage its resources and demonstrate excellent stewardship of state and federal resources (external) as well as internal 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 (Strategic Direction Initiatives - SDI).

UAF addressed each of these areas in FY13, which are continuing in FY14 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 focused research endeavors,
- 4) Incorporation of the UAF accreditation core themes, strategic plan (SP) and Shaping Alaska’s Future (strategic direction initiatives - SDI) into UAF’s internal strategic reinvestment process to ensure alignment of plans and missions, and
- 5) Regular ongoing academic planning and program review led by the Office of the Provost; the process for regular reviews of Administrative Support and Research are also in development with anticipated implementation in FY14/FY15.

University of Alaska Fairbanks

The Governor's strategy over the past few fiscal years through FY14 has been to "hold-the-line" on budget requests from state agencies including the University. FY15 has a greater emphasis on only "mission critical" items in the Governor's key priority areas. UAF ended FY13 with fiscal stability and will continue efforts to align public service, conduct outreach, increase development and pursue engagement efforts.

A budget gap is projected for FY14 and is expected to widen FY15. Actions in progress for FY14 to manage the funding gap include a mix of:

- 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 will continue to balance its budget by 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.

Total revenue decreased by 5.2% from FY12 to FY13, primarily as a result of one-time funds from the American Reinvestment and Recovery Act (ARRA). UAF received approximately \$36 million in ARRA stimulus funds in FY13 and \$68 million in FY12. ARRA stimulus funds are one-time federal funds and all projects are slated to terminate in early FY15. For that reason, ARRA funds are excluded in many of the charts and graphs throughout the 2013 Fall Financial Review that aim to compare revenue trends across years.

In December 2013, Governor Parnell announced his 2015 budget proposal for the State of Alaska. The Governor proposes some support for fixed cost increases and minimal additional support for new programs, but is a \$14.9M general fund reduction to the University of Alaska system from the FY14 budget level.

This proposed reduction from the baseline budget would translate into an estimated \$7M cut for UAF. This proposed cut, coupled with expected annual fixed cost increases and funding required for strategic reinvestments, could leave UAF with an 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 UAF begin contingency planning now with a commitment to careful planning, good stewardship of resources and investment in key areas.

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, Arctic research initiatives and student centered sustainability/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.

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 2001, Trans Alaska Pipeline System (TAPS) oil throughput averaged just below 1 million barrels per day. In 2012, TAPS throughput averaged 548 thousand barrels per day as compared to 603 thousand in 2011. This trend is expected to continue in the near future.

Of equal importance, is the state's reliance on oil prices to support current state spending levels. The breakeven price of oil to support current spending is roughly just over \$100/barrel. In FY10, the state budget required \$64/barrel to support state expenditures. The increase in the breakeven price of oil for the state budget to balance is cause for concern without additional diversity in state revenues. If expenditure levels continue to increase, the break-even price will exceed the market price, leading to budget deficits.

The Governor recently announced a plan to address Alaska's single largest cost driver, unfunded pension liabilities. The Governor's budget proposal includes a recommendation to transfer \$3 billion from a budget savings account into the state's retirement trust funds. The effect is to pay down debt, resulting in lower fixed annual payments for the state. The Governor's budget proposes \$1.3 billion less in general fund spending than FY14 and 150 fewer positions, according to the State of Alaska Office of Management and Budget. UAF is currently modeling the impact of various funding scenarios in an effort to effectively respond to the state fiscal climate and preserve quality academic programs.

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 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 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.

FY15 Budget Requests: Planning for the Future

Guidance for FY15 planning from the UA President is focused in the following areas:

- Streamlined efforts to move students through efficiently, successfully, and affordably
- Improving student access to an ever-expanding e-learning menu
- Specific initiatives to improve student preparedness for post-secondary work at UA (including student advising services)
- Cost containment for growing high-demand program areas without sacrificing quality of the programs
 - o Engineering
 - o Fisheries
 - o Mining
 - o Teacher education
 - o Health/biomedical
 - o Workforce Development
 - o Research - applied and basic research that has a strong focus on Alaska issues, such as alternative energy
 - o Program review, and where and when necessary, program prioritization
 - o Becoming known for our commitment to service

There is clear alignment between UAF accreditation core themes, strategic planning goals and the UA Shaping Alaska's Future, Strategic Direction Initiative (SDI). The UA system SDIs also represent the broad themes UAF and UA have used in budget and planning discussions with the State for FY15 requests.

UAF Accreditation Core Themes	UAF Strategic Plan	UA Shaping Alaska's Future Initiatives
<p>Educate: Undergraduate and graduate students and lifelong learners</p> <p>Research: To create and disseminate new knowledge, insight, technology, artistic and scholarly works</p> <p>Prepare: Alaska's career, technical and professional workforce</p> <p>Connect: Alaska Native, rural, and urban communicates by sharing knowledge and ways of knowing</p> <p>Engage: Alaskans through outreach for continuing education and community and economic development</p>	<p>Educate students to be informed, responsible, active citizens by incorporating real-world experiences and applications into the undergraduate curriculum.</p> <p>Promote UAF as Alaska's premier research enterprise in partnership with state agencies, industry, and civic organizations.</p> <p>Enhance UAF's competitive advantage by attracting and keeping the best and brightest students and faculty.</p> <p>Expand graduate programs in targeted areas of identified need and existing strengths.</p> <p>Improve assistance to students in making transitions across all phases of the education continuum.</p> <p>Serve Alaska's diverse communities in ways that are more responsive and accessible and enhance the social, economic, and environmental well-being of individuals and communities.</p> <p>Develop innovative approaches to resource management that support the University's mission and position UAF to meet the challenges of the future.</p>	<p>Student achievement and attainment</p> <p>Research and development to help build and sustain Alaska's economic growth and productive partnerships</p> <p>Productive partnerships with schools, public entities and private industry</p> <p>Accountability to the people of Alaska</p>

UAF's budget request for FY15 adheres to a focus on preparing students for college and career success, attracting, retaining and advising students in order to effectively help them achieve degree completion, online and high demand education, research for Alaska including resource development areas such as engineering, mining and fossil fuel development, and effective partnerships with Alaska's industries.

In response to current State conditions UAF demonstrates prudent management of resources and practices strategic reduction and reinvestment procedures at every opportunity prior to requests for new funding.

UAF's program request represents less than a 1% increase as a percentage of the FY14 total authorized budget. The capital infrastructure request is more significant with the Heat & Power Plant and Engineering Building on the list, respectively.

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-Priority Program Requests

- Alaska 2+2 Veterinary Medicine Program with Colorado State University: \$200.0/\$243.0
- Essential Faculty Clinical-Community PhD & Undergraduate Psychology Programs: \$200.0
- Workforce Development in High Demand Areas: Nursing & Construction Trades: \$96.0/\$20.0

- Mandatory Comprehensive Student Advising (joint with UAS): \$197.0/\$14.0
- STEM Student Success Capacity: \$140.0/\$53.0
- E-Learning for Online High Demand Job Degree Areas: \$300.0/\$100.0
- Alaska Critical & Strategic Minerals, Fossil Fuels & Energy: \$155.0/\$155.0

Critical Infrastructure and Fixed Costs

- Engineering Building Completion (joint with UAA): \$33,300.0
- Heat & Power Plan Major Upgrade Project: \$195,000.0/\$50,000.0
- UA Deferred Maintenance (UAF anticipates 62% of funded total): \$37,500.0
- UA Compensation (50% of total UA cost): \$2,970.0/\$2,970.0
- Rasmuson Library Electronic Subscriptions: \$250.0
- Smart Classroom Technology Refresh: \$160.0

Research for Alaska's Economic Development

- Improving Earthquake Prediction & Monitoring: \$5,000.0/\$2,500.0
- Arctic Oil Spill Response Research Center: \$1,000.0/\$2,000.0
- Digital Aerial Mapping of AK Resources: \$1,900.0

FY15 Budget Requests: Deferred Maintenance & Critical Facility Needs

Several initiatives continued as a work-in-progress during FY13 including the completion of the new 100,000 square foot Margaret Murie (Life Sciences) Building; classes for fall semester 2013 are in session. Construction on the Engineering Building began in Spring 2013 and is expected to come online in FY16, if the State funds the remaining portion needed for completion. Other major projects include the CoGeneration Heat & Power Plant (CHP), Critical Electrical Distribution Renewal Project and West Ridge Deferred Maintenance.

Failure to address the UAF's critical priorities will result in failure of equipment and systems, which in turn will create unanticipated outages and increasing emergency repair costs. One of the largest and most critical projects at UAF is the CHP Major Upgrade project, with a total project cost estimated at approximately \$245M. UAF is exploring financing options and will continue to research the most reasonable, economical and sustainable method. UAF has requested \$195M in FY15 with a proposal to finance \$50M. This is the highest campus priority. Risk of not upgrading the plant has a \$1 billion price tag in the event of catastrophic failure.

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.

Policy makers, both federal and state, face budget deficits. Institutions of higher education are under tremendous pressure from elected officials to reduce reliance on federal and state funds. Meanwhile, the cost of providing higher education continues to go up. According to *Inside Higher Ed*, the President of the United States has joined state policymakers in pushing performance-based funding for higher education. The President revealed a proposal that seeks to tie federal financial aid programs to a rating system of colleges on affordability, student completion rates and the earnings of graduates. The U.S. Department of Education will hold public hearings to develop ratings before fall 2015. Then the White House will go to Congress to pursue legislation that would link aid levels to colleges' performance. President Obama also indicates there may be new regulation for use of federal money by 2018.

Appendices and Financial Schedules

In FY13, the Office of Finance and Accounting (OFA) restructured all unit orgs to provide consistency among reporting hierarchies (DLevel restructure).

Financial figures included in the Appendix may have slight differences from prior years for this reason in addition to other minor accounting adjustments. Any changes of significance have been discussed.



UAF FY13 Performance Target Recap and Strategies to Achieve Results in FY14-FY15

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 FY09 through FY13. Targets are noted for FY14 and FY15 performance.

END RESULT METRIC A		STATUS	TARGETS	DATA CHART	historical performance	targets																
University-Generated Revenue		<ul style="list-style-type: none">FY13 revenue was \$237.5M, falling below the FY13 target of \$242M, and 0.3% below FY12 revenue of \$238M.	<ul style="list-style-type: none">The FY14 target is \$239.9M.The FY15 target is \$242.3M.	<div>University Generated Revenue (in \$Millions)</div> <table><tr><th>Fiscal Year</th><th>Revenue (\$Millions)</th></tr><tr><td>FY09</td><td>210</td></tr><tr><td>FY10</td><td>215</td></tr><tr><td>FY11</td><td>220</td></tr><tr><td>FY12</td><td>225</td></tr><tr><td>FY13</td><td>230</td></tr><tr><td>FY14</td><td>235</td></tr><tr><td>FY15</td><td>240</td></tr></table>			Fiscal Year	Revenue (\$Millions)	FY09	210	FY10	215	FY11	220	FY12	225	FY13	230	FY14	235	FY15	240
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FY14	235																					
FY15	240																					
ANALYSIS		University-generated revenue was very close to the FY12 amount, falling by only \$1.2M (0.5%) in FY13. The decrease is due to declines in Federal Receipts (-\$2.3M), Indirect Cost Recovery, which is linked to research expenditures (-\$0.8M), Inter-Agency Receipts (-\$1.4M), and University of Alaska Receipts (\$0.7M). However, those losses were largely offset by gains in Tuition and Fee Revenue (\$0.99M) and CIP receipts (\$3.2M). Both University Receipts and Inter-Agency Receipts mainly support research activities, and University Receipts also include significant support for public service. Factors affecting research revenue and tuition and fee revenue are discussed further under the Research Expenditures (C1) and Student Credit Hours (E1) results.																				

END RESULT METRIC B	STATUS	TARGETS	DATA CHART																
High-Demand Job Area (HDJA) Awards	<ul style="list-style-type: none">UAF conferred 775 qualifying awards in FY13, falling below the FY13 target of 817 awards, and 7% below the FY12 award level.	<ul style="list-style-type: none">The FY14 target is 791 awards.The FY15 target is 806 awards.	<div>Academic Awards in High-Demand Job Area Programs</div> <table><thead><tr><th>Fiscal Year</th><th>Awards</th></tr></thead><tbody><tr><td>FY09</td><td>650</td></tr><tr><td>FY10</td><td>750</td></tr><tr><td>FY11</td><td>720</td></tr><tr><td>FY12</td><td>820</td></tr><tr><td>FY13</td><td>780</td></tr><tr><td>FY14</td><td>791</td></tr><tr><td>FY15</td><td>806</td></tr></tbody></table>	Fiscal Year	Awards	FY09	650	FY10	750	FY11	720	FY12	820	FY13	780	FY14	791	FY15	806
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ANALYSIS	<p>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. Occupational endorsement and certificate awards have likewise increased, but can have large year to year variation. For FY13 the decrease in total awards was mainly due to a decrease in the number of baccalaureate degrees, after an unusually large number of awards in FY12. UAF projects a continuing upward trend of 2% average annual growth in HDJAA, 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.</p>																		

END RESULT METRIC C	STATUS	TARGETS	DATA CHART																
Grant-Funded Research Expenditures	<ul style="list-style-type: none">In FY13 there were \$114.5M in research expenditures, below the FY13 target of \$118.6M, and a 2.6% decrease over FY12 expenditures.	<ul style="list-style-type: none">The FY14 target is \$116.5M.The FY15 target is \$118.88M.	<div><p>Grant-Funded Research Expenditures (in \$Millions)</p><table><thead><tr><th>Fiscal Year</th><th>Expenditures</th></tr></thead><tbody><tr><td>FY09</td><td>\$105</td></tr><tr><td>FY10</td><td>\$115</td></tr><tr><td>FY11</td><td>\$120</td></tr><tr><td>FY12</td><td>\$115</td></tr><tr><td>FY13</td><td>\$110</td></tr><tr><td>FY14</td><td>\$116.5</td></tr><tr><td>FY15</td><td>\$118.88</td></tr></tbody></table></div>	Fiscal Year	Expenditures	FY09	\$105	FY10	\$115	FY11	\$120	FY12	\$115	FY13	\$110	FY14	\$116.5	FY15	\$118.88
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ANALYSIS	<p>The decline in research expenditures relative to FY11 is due to three major factors. Nearly all Department of Defense funding for the Arctic Region Supercomputing Center ended in May 2011. Also, many American Recovery and Reinvestment Act grants were active in FY11, but not in FY12. The federal deficit reduction efforts beginning in FY13 are decreasing the availability of research funding. Maintaining and increasing research expenditures depends on a reasonably stable overall federal research budget; if there are major cuts, all research universities will suffer. On the positive side, the major new research facilities (the R/V Sikuliaq and the Life Sciences Facility) that will be available in FY14 make UAF more competitive for available funds. 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. This will be a substantial draw on R&R funding after the renewal of critical campus infrastructure.</p>																		

END RESULT METRIC D			STATUS	TARGETS	DATA CHART	historical performance	targets																																		
Undergraduate Graduation Rates			<ul style="list-style-type: none">The FY13 baccalaureate-level graduation rate was 38.2%, 3 points above both the FY13 target and the FY12 rate of 35%.The FY13 associate-level graduation rate was 12%, several points below the FY13 target of 19% and 1.4 points below FY12.	<ul style="list-style-type: none">The FY14 target is 39% for baccalaureate-level and 17% for associate-level.The FY14 target is 39.8% for baccalaureate-level and 17% for associate-level.	<div><div>Six-Year Baccalaureate-Level Graduation Rate</div><table><caption>Six-Year Baccalaureate-Level Graduation Rate</caption><thead><tr><th>Fiscal Year</th><th>Graduation Rate (%)</th></tr></thead><tbody><tr><td>FY09</td><td>33</td></tr><tr><td>FY10</td><td>34</td></tr><tr><td>FY11</td><td>35</td></tr><tr><td>FY12</td><td>40</td></tr><tr><td>FY13</td><td>40</td></tr><tr><td>FY14</td><td>40</td></tr><tr><td>FY15</td><td>40</td></tr></tbody></table></div> <div><div>Three-Year Associate-Level Graduation Rate</div><table><caption>Three-Year Associate-Level Graduation Rate</caption><thead><tr><th>Fiscal Year</th><th>Graduation Rate (%)</th></tr></thead><tbody><tr><td>FY09</td><td>22</td></tr><tr><td>FY10</td><td>21</td></tr><tr><td>FY11</td><td>20</td></tr><tr><td>FY12</td><td>15</td></tr><tr><td>FY13</td><td>15</td></tr><tr><td>FY14</td><td>15</td></tr><tr><td>FY15</td><td>15</td></tr></tbody></table></div>			Fiscal Year	Graduation Rate (%)	FY09	33	FY10	34	FY11	35	FY12	40	FY13	40	FY14	40	FY15	40	Fiscal Year	Graduation Rate (%)	FY09	22	FY10	21	FY11	20	FY12	15	FY13	15	FY14	15	FY15	15		
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ANALYSIS																																									
<p>The baccalaureate six-year graduation rate rose to an all-time high in 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. UAF has also instituted supplemental instruction (FY08), DegreeWorks as an advising aid (FY10), and elective first-year seminars (FY11). Despite the long lag in this metric between actions and effects it appears that these measures have begun to affect six-year graduation rates. The APS and AlaskaAdvantage Scholarships begun in FY12 should also have a positive effect on graduation rates in FY16 and beyond. The intensive advising initiative funded by the legislature for FY13 will have some effect on each future 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. As a consequence of the advising initiative, targets for future years have been revised upward; UAF aims to reach a FT baccalaureate student six-year graduation rate of 40% by FY16.</p> <p>It is clear that associate-level students have much lower graduation rates than baccalaureate-seeking students. After showing an encouraging increase in FY09-FY11, graduation rates have fallen back to pre-FY09 levels. The drop is largely attributable to the end of the recession. A main reason 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. A relative lack of employment opportunities in the 09-11 period meant more students continued to attend full-time. However, even the FY09-FY11 graduation rates of 20-23% were undesirably low. First year retention of associate-level students is low as well, and that difference alone accounts for much of the difference in graduation rate between associate-level and baccalaureate students. Also, the community campus population includes many students who have limited financial means and who depend on financial aid, or slow their progress 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 CTC, and a combined financial aid and academic advisor for each rural campus.</p>																																									

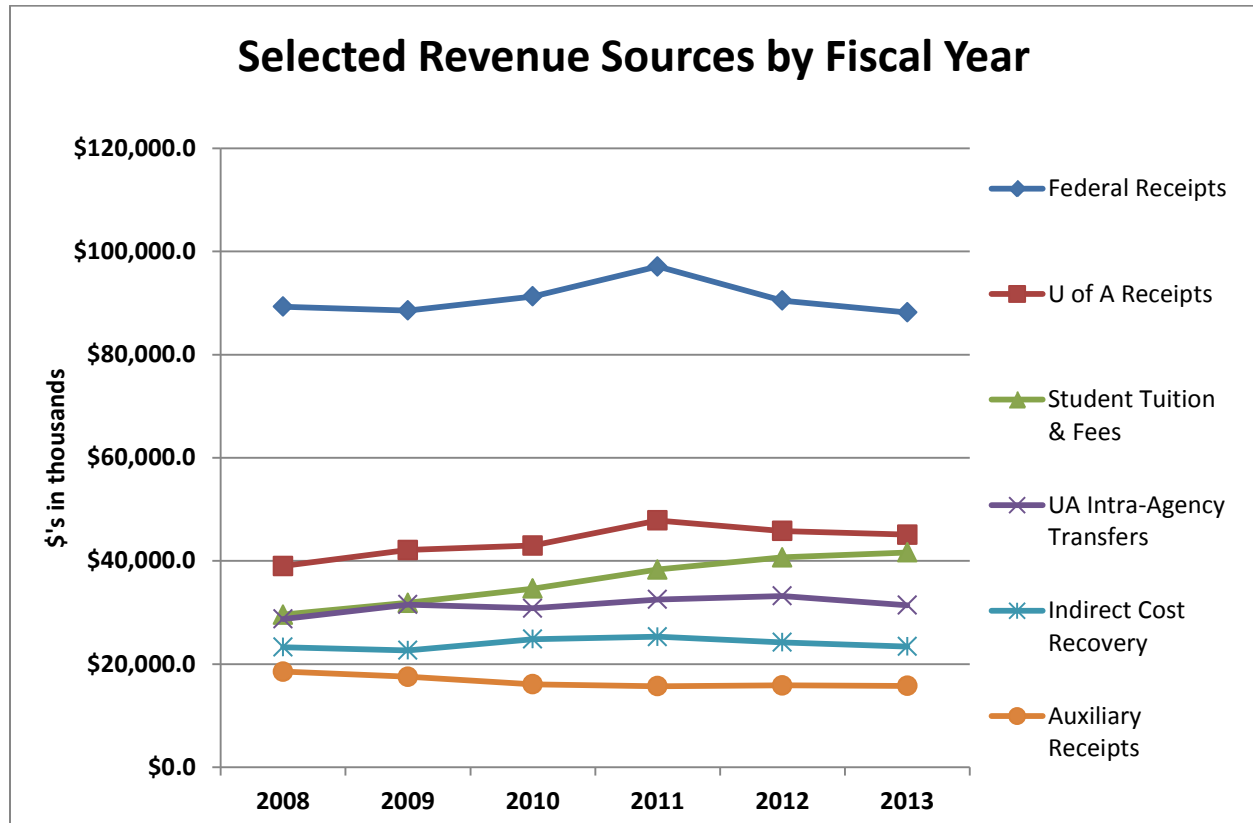
END RESULT METRIC E	STATUS	TARGETS	DATA CHART	historical performance	targets																
Student Credit Hours	<ul style="list-style-type: none">UAF generated 187,600 SCH in FY13, below the FY13 target of 193,600 SCH, and 2% below the FY12 SCH production level.	<ul style="list-style-type: none">The FY14 target is 189,500 SCH.The FY15 target is 191,400 SCH.	<p>Student Credit Hours (in thousands)</p> <table><caption>Student Credit Hours (in thousands)</caption><thead><tr><th>Fiscal Year</th><th>Student Credit Hours (in thousands)</th></tr></thead><tbody><tr><td>FY09</td><td>187.6</td></tr><tr><td>FY10</td><td>187.6</td></tr><tr><td>FY11</td><td>187.6</td></tr><tr><td>FY12</td><td>187.6</td></tr><tr><td>FY13</td><td>189.5</td></tr><tr><td>FY14</td><td>191.4</td></tr><tr><td>FY15</td><td>187.6</td></tr></tbody></table>	Fiscal Year	Student Credit Hours (in thousands)	FY09	187.6	FY10	187.6	FY11	187.6	FY12	187.6	FY13	189.5	FY14	191.4	FY15	187.6		
Fiscal Year	Student Credit Hours (in thousands)																				
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FY15	187.6																				
<p>ANALYSIS</p> <p>While UAF SCH production has increased 11.5% since FY09, this year showed a decline of 2% from FY12. Although state investments in HDJA programs have contributed to enrollment growth through FY12, SCH growth has been less than growth in HDJA enrollments because some of that growth represents shifts from other majors to HDJA. Several factors are responsible for the decrease in enrollment in FY13:</p> <ul style="list-style-type: none">A major factor in the decreased enrollment for UAF as a whole is that a drop for non-pay (DNP) policy was reinstituted in Fall 2012. DNP was implemented because experience from 2009-2011 showed that most of the students who failed to pay were not attending class and had no intention of doing so, but had overlooked the need to formally withdraw. The impact of DNP in Fall 2012 was a decrease of 184 students (-1.7%) for UAF as a whole, including 59 (-1.0%) students for Fairbanks campus, 56 students (-1.9%) for the UAF Community and Technical College (CTC), and 48 students (-1.7%) for eLearning and Distance Education classes.A second important reason for decreased enrollments is the decreased number of high school graduates in Alaska, which reached a peak of 8,245 in 2010.A third reason for decreased enrollments traces to economic conditions. Both nationally and at UAF CTC, postsecondary enrollment tends to decrease with decreasing unemployment. Fairbanks September unemployment (6.1%) was the lowest rate since November of 2007 and was significantly less than that in September 2011 (6.8%) (U.S. Bureau of Labor Statistics).Fourth, graduate student enrollment was impacted by the delay in proposal funding decisions at several Federal agencies and a decrease in research grant revenue. Grants are an important source of research assistantships needed to recruit graduate students in the sciences and engineering. <p>In order to increase future enrollment despite these unfavorable conditions, UAF has been increasing effort on student retention with the advising initiative and increasing efforts to recruit transfer students from western states. There is continued strong effort to recruit Alaskans, through dual credit and Tech Prep partnerships with high schools. eLearning has been an area of rapid growth in SCH. The online high demand job request is for development of courses and programs including the MBA, Justice BA and MA, and Psychology BA.</p>																					

END RESULT METRIC F	STATUS	TARGETS	DATA CHART																
Citations of Research Publications	<ul style="list-style-type: none">In FY13, 19,830 citations were reported by the Web of Science. This year marks a change in the reporting measure from CY to FY, and a target had not been established.	<ul style="list-style-type: none">FY14 target is 21,000 citations.FY15 target is 22,000 citations.	<div><div>historical performance</div><div>targets</div></div> <table><caption>Number of Citations</caption><tr><th>Fiscal Year</th><th>Citations</th></tr><tr><td>FY09</td><td>12,500</td></tr><tr><td>FY10</td><td>14,000</td></tr><tr><td>FY11</td><td>15,500</td></tr><tr><td>FY12</td><td>17,000</td></tr><tr><td>FY13</td><td>19,830</td></tr><tr><td>FY14</td><td>21,000 (target)</td></tr><tr><td>FY15</td><td>22,000 (target)</td></tr></table>	Fiscal Year	Citations	FY09	12,500	FY10	14,000	FY11	15,500	FY12	17,000	FY13	19,830	FY14	21,000 (target)	FY15	22,000 (target)
Fiscal Year	Citations																		
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ANALYSIS																			
<p>The Web of Science is a proprietary database that includes information on the number of times each indexed publication has been cited by other publications, which is widely regarded as a measure of the recognition and use of scientific research. 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. For example, for FY12, the number of citations reported for the calendar years 2008 to 2012 was recorded in July 2013 Web of Science is incomplete in that it does not include the humanities, most conference proceedings volumes, and some publications in fields like business and education. Citations of papers published by UAF faculty, staff, and students have been increasing steadily at about 9% per year. UAF papers are cited more than those from most of our peer institutions.</p>																			

END RESULT METRIC G	STATUS	TARGETS	DATA CHART																
Knowledge Transfer via Public Service	FY13 performance was 502 units, just under the FY13 target of 505 and a slight increase over FY12.	<ul style="list-style-type: none">• The FY14 target is 513 units.• The FY15 target is 522 units.	<div><div>Public Service Outreach Units</div><table><caption>Public Service Outreach Units</caption><thead><tr><th>Fiscal Year</th><th>Units</th></tr></thead><tbody><tr><td>FY09</td><td>480</td></tr><tr><td>FY10</td><td>490</td></tr><tr><td>FY11</td><td>495</td></tr><tr><td>FY12</td><td>500</td></tr><tr><td>FY13</td><td>502</td></tr><tr><td>FY14</td><td>513 (target)</td></tr><tr><td>FY15</td><td>522 (target)</td></tr></tbody></table></div>	Fiscal Year	Units	FY09	480	FY10	490	FY11	495	FY12	500	FY13	502	FY14	513 (target)	FY15	522 (target)
Fiscal Year	Units																		
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FY14	513 (target)																		
FY15	522 (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). The result was 500 for FY12, and preliminary figures indicate that it will be nearly the same (about 501) for FY13. 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.



Refer to Appendix 1.A.1 - Revenue by Source MAU 08-13

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

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

Refer to Appendix 1.A.4 - NGF Revenue by Source MAU 08-13

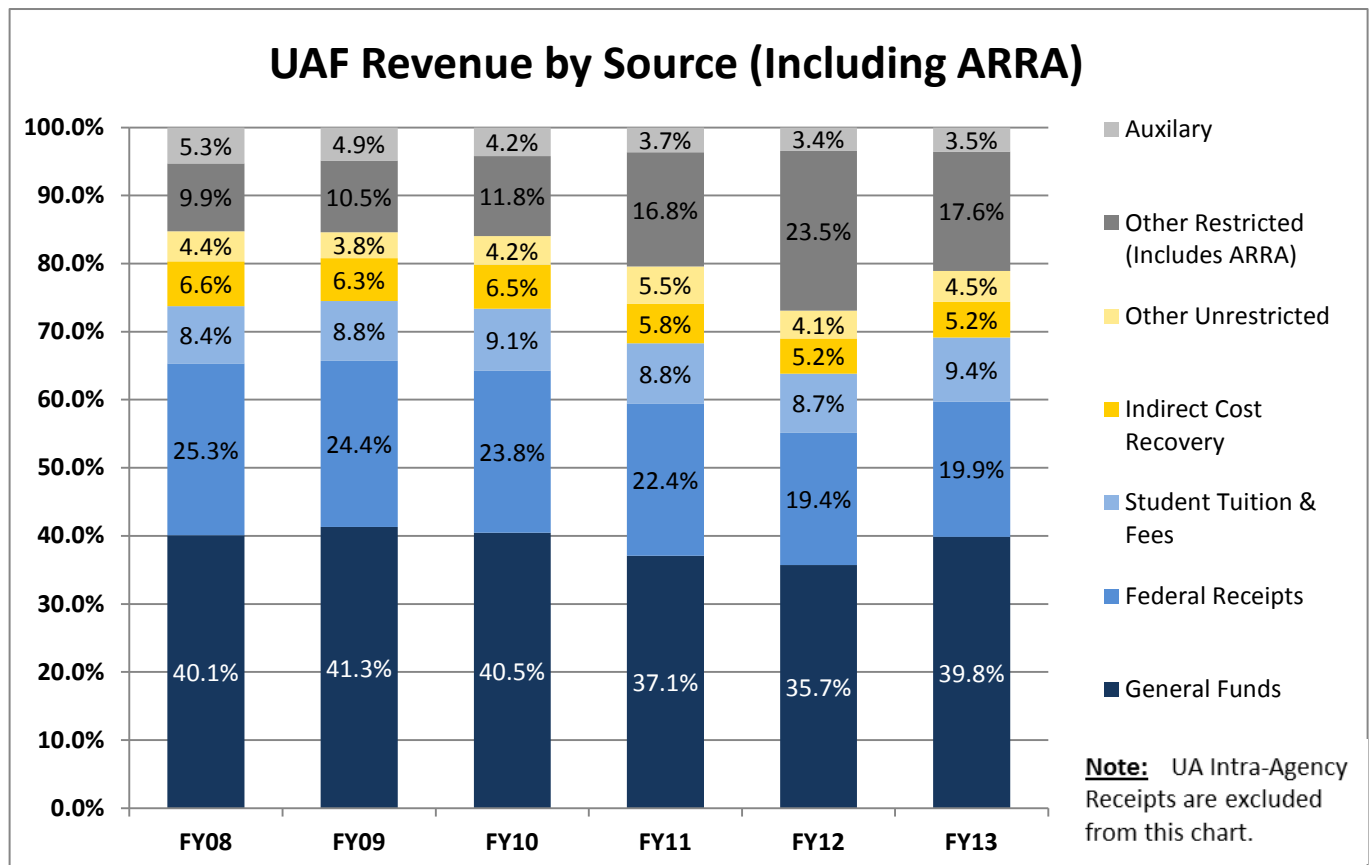
FEDERAL RECEIPTS (EXCL. ARRA STIMULUS FUNDS)

Federal receipts revenue decreased by \$2,303.5, or 3% overall from FY12 to FY13. The decline in federal revenue is primarily the result of sequestration (discussed in further detail in Section 2) and the continuing downward trend with Arctic Region Supercomputing Center (ARSC) since the Department of Defense discontinued its contract in 2011. After an abrupt and considerable decrease from FY11 to FY12, ARSC federal receipts continue to decline 55% from FY12 to FY13. Other units reporting significant reductions in federal receipts from FY12 include the College of Engineering & Mines (-\$2,320.5), College of Rural & Community Development (-\$1,449.2), Institute of Arctic Biology (-\$1,176.8), VCR Developmental Programs & Project Services, which includes INBRE and EPScOR (-\$1,162.3) and School of Natural Resources and Agricultural Science (-\$846.4). It's also important to note that CEM demonstrated a significant increase in federal receipts from

FY08 thru FY11, prior to FY12's reduction. Total FY13 CEM federal receipts return to pre-FY10 normalized levels.

6-Year Trend (FY08-FY13)

Since FY08, federal revenue has been relatively flat (1.2%). This should be cause for concern as the federal government grapples with annual spending deficits and pressures to restrain and even cut federal spending continue to mount - both from policy makers and the general public. UAF is positioned well to continue its world-class research in areas such as climate change, energy technology, oil spill prevention & response, and unmanned aerial systems. However, it would be unwise to assume any growth in federal funding opportunities, rather flat to moderate decreases in federal funding should be assumed for the near to mid-term. Due to new awards in EPSCoR, NASA, and NSF for ship management UAF's decrease will likely be in the 1-3% range, not the 8%+ level sequestration will impose nation-wide. 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.



ARRA STIMULUS FUNDS

Since inception of the American Recovery and Reinvestment Act of 2009 (ARRA), UAF has received a total of \$193.5 million in stimulus funds. The majority of these funds were 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 2015.

The Federal Office of Management and Budget (OMB) issued Memorandum M-11-34 in 2011 directing federal agencies to take steps to ensure grantees complete ARRA projects by September 30, 2013, unless a waiver is granted by OMB to extend an award. Out of the 80 awards issued to UAF since ARRA's inception, 9 projects have been approved to work beyond FY13 with a potential \$8.7 million available to spend. Of that \$8.7 million, approximately \$7.8 million is designated to fully utilize and launch the Sikuliaq research vessel. Additionally, of the \$8.7 million available to spend, 95% of that total will be spent in FY14 and the remaining 5% will be spent in FY15.

Indirect cost recovery generated from ARRA sources since inception totals approximately \$9.1M. This loss will have an impact to unrestricted funds in the future.

All projects will be completed by September 30, 2014. ARRA stimulus funds are one-time federal funds and will not be an available source of federal funds 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 \$30,488.6. The primary restricted revenues include UA Foundation Grants and Contracts (\$7,044.4), Non-profit grants and contracts (\$4,228.9), Other University Grants and Contracts (\$3,704.9), and Corporate Grants and Contracts (\$3,658.6).

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

Tuition Rate Change by Academic Yr.	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
Lower Division	10%	10%	7%	5%	5%	4%	5%	7%	2%	\$6/c
Upper Division	10%	10%	7%	5%	5%	7%	10%	7%	2%	\$6/c
Graduate	10%	10%	7%	5%	5%	7%	10%	3%	2%	\$12/c
Non-resident	10%	10%	7%	5%	5%	7%	10%	varied	2%	\$12/c

Student Tuition and Fee revenue for UAF increased by \$969.4 in FY13, a 2.4% gain over FY12. Student fee revenue went down by \$201.8 and net tuition revenue went up by \$1,171.2. Fee revenue includes fees levied for lab/materials, student government, transportation, athletics, student recreation center, health center, technology, sustainability, student life, and a 2% 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 \$34,692.3 in FY13, a 3.5% increase over FY12. Since FY08, tuition and fee revenue has gone up 41%. Comparatively, state general fund support went up 25% and federal funds down 1% over that same period of time.

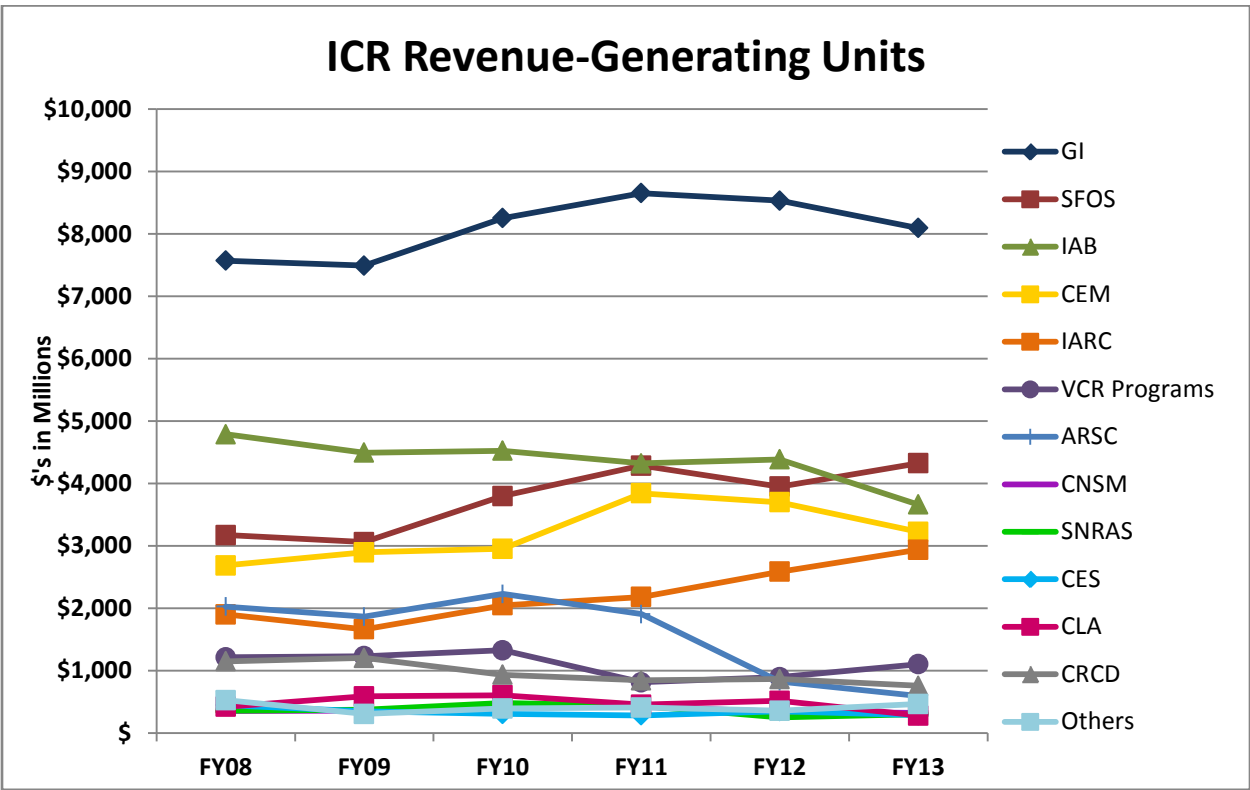
Annual tuition rate increases had been between 5% and 10% for the last decade, until FY14. Tuition increased 7% in FY13 for undergraduates (100-400 level) and 3% for graduates. The Board of Regents adopted a 2% across the board increase for FY14, and a \$6/\$12/\$12 per credit increase for undergraduates, graduates, and non-residents respectively in FY15. 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 for the last six years, increasing by only 9% and one-year change from FY12 was a decline by 5%. The largest increase in intra-agency transfers has come from administrative charges applied to construction projects. In FY08 these transfers totaled \$1,051.0 and in FY13 they totaled \$3,778.9, a 259.6% increase.

INDIRECT COST RECOVERY (ICR)



Indirect cost recovery 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. The top programmatic ICR revenue generators at UAF in FY13 were: the Geophysical Institute, School of Fisheries and Ocean Sciences, Institute of Arctic Biology, College of Engineering & Mines, and the International Arctic Research Center. Collectively, these units generated 84% of UAF's ICR in FY13. Additional ICR revenue was distributed to central support and Facilities Services.

Indirect Cost Recovery declined from \$27,538.0 in FY12 to \$26,337.4 in FY13 or -4.4%. The six-year trend since 2008 has been flat, increasing by only 1.0%. UAF must prepare for this trend to continue as the federal government continues to be pressured by taxpayers to slow the growth of government and in some cases cut expenditures. Unlike some federal programs, investments in research will likely continue. It will simply be a matter of at what level and in what areas of academic endeavor. Competition for federal research dollars will become more fierce between other research universities as the federal budget realities set in and the political dynamics unfold. UAF's challenge will be to focus on the strategic research investments that play to our strengths as an institution and are in alignment with our mission statement.

UAF's negotiated provisional ICR rate, also known as the "facilities and administrative rate", on organized federal research grants is currently 50.0% of a given sponsored research grant. Indirect costs include services provided by the institution such as accounting and purchasing, utilities, space, and administrative costs. Many of these costs cannot be tied to a single, specific activity. The trend has been for there to be a growing list of expenditures for which the government prohibits or caps recovery of indirect costs.

A research-focused university makes research a top priority at the Chancellor's Cabinet level and within research units. It will be important for the Vice Chancellor of Research to monitor the distribution and use of ICR funds in order to determine if additional research activity is occurring and ensure ICR funds are used in the best interests of the research goal.

Facilities and Administrative costs are charged to account code 7811 - Indirect Costs. The table below indicates the total indirect costs charged by all units from FY08 through FY13. It's important to note that a portion of the ICR funds generated by UAF gets distributed to statewide (12% or \$3.2 million in FY13), so the actual ICR revenue received by UAF in FY13 is \$23.1 million.

Department - Indirect Costs Charged	FY08	FY09	FY10	FY11	FY12	FY13
Geophysical Institute	\$7,572,743	\$7,492,162	\$8,254,062	\$8,654,193	\$8,533,657	\$8,094,407
School of Fisheries & Ocean Science	\$3,173,236	\$3,058,314	\$3,799,232	\$4,286,593	\$3,950,022	\$4,323,677
Institute of Arctic Biology	\$4,788,872	\$4,493,483	\$4,524,204	\$4,320,911	\$4,384,377	\$3,663,070
College of Engineering & Mines	\$2,685,570	\$2,895,770	\$2,951,154	\$3,842,599	\$3,698,314	\$3,223,087
Intl Arctic Research Center	\$1,900,304	\$1,661,665	\$2,044,953	\$2,180,230	\$2,583,575	\$2,936,172
VCR Dev Programs & Project Services	\$1,211,741	\$1,231,599	\$1,326,388	\$812,888	\$893,407	\$1,103,065
College of Rural & Community Development	\$1,148,697	\$1,203,383	\$932,584	\$843,606	\$862,908	\$755,630
Arctic Region Supercomputing Center	\$2,025,533	\$1,865,049	\$2,228,828	\$1,905,594	\$826,324	\$591,081
Others	\$526,054	\$305,333	\$391,662	\$405,708	\$355,076	\$464,051
College of Nat Sciences&Mathematics	\$353,506	\$359,393	\$455,824	\$417,302	\$341,083	\$321,274
School of Nat Res & Ag Science	\$357,428	\$372,598	\$479,928	\$434,458	\$247,228	\$299,256
Cooperative Extension	\$445,627	\$344,957	\$304,172	\$281,575	\$347,583	\$283,918
College of Liberal Arts	\$420,972	\$586,934	\$603,587	\$452,950	\$514,458	\$278,727
Grand Total	\$26,610,283	\$25,870,640	\$28,296,577	\$28,838,607	\$27,538,013	\$26,337,415

The generating department's distribution of Facilities and Administrative cost recovery revenues is identified in account code 9810 - Indirect Cost Recovery. The table below indicates the distribution of the revenues generated by the units in the previous table.

Department - Distribution of ICR	FY08	FY09	FY10	FY11	FY12	FY13
Arctic Region Supercomputing Center	\$1,081.1	\$994.7	\$1,185.3	\$977.9	\$393.4	\$292.9
College of Engineering & Mines	\$1,428.8	\$1,490.8	\$1,513.0	\$2,049.6	\$1,936.4	\$1,665.5
College of Liberal Arts	\$190.4	\$271.0	\$266.2	\$240.1	\$263.5	\$126.0
College of Nat Sciences&Mathematics	\$186.0	\$189.4	\$237.3	\$215.3	\$162.4	\$152.5
College of Rural & Community Develp	\$530.4	\$577.2	\$434.8	\$401.1	\$429.8	\$391.3
FC UAF eLearning & Distance Educ	\$0.6	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Geophysical Institute	\$3,989.7	\$3,947.2	\$4,349.0	\$4,426.5	\$4,322.7	\$4,224.2
Institute of Arctic Biology	\$2,365.3	\$2,262.2	\$2,336.6	\$2,215.0	\$2,209.7	\$1,871.5
Intl Arctic Research Center	\$1,197.4	\$1,014.3	\$1,229.5	\$1,288.1	\$1,400.1	\$1,735.2
School of Fisheries & Ocean Science	\$1,727.0	\$1,678.2	\$2,059.2	\$2,257.8	\$2,035.1	\$2,205.2
School of Management	\$0.4	\$0.0	\$2.6	\$1.8	\$10.1	\$9.9
School of Nat Res & Ag Science	\$169.3	\$181.3	\$276.8	\$282.7	\$247.7	\$145.5
UA Museum of the North	\$119.2	\$55.6	\$81.0	\$99.5	\$101.7	\$95.4
UAF Central Managed	\$0.0	\$0.0	\$0.0	\$276.2	\$313.0	\$52.2
UAF Cooperative Extension	\$235.2	\$181.7	\$156.5	\$143.5	\$178.0	\$146.0
UAF Office Information Technology	\$64.6	\$27.6	\$72.2	\$35.8	\$36.0	\$26.7
UAF Provost Office Operations	\$57.6	\$56.4	\$36.6	\$19.5	\$12.3	\$34.0
UAF Rasmuson Library	\$25.1	\$18.9	\$11.4	\$8.5	\$4.2	\$14.1
UAF School of Education	\$1.5	\$1.2	\$0.0	\$0.7	\$1.4	\$37.4
UAF Student Advancement	\$13.7	\$12.7	\$5.9	\$27.2	\$21.2	\$17.3
UAF VCAS Operations	\$0.0	\$0.0	\$0.0	\$5.0	\$0.0	\$0.0
VCR Dev Programs & Project Services	\$531.7	\$664.3	\$734.4	\$528.5	\$555.5	\$688.3
Vice Chancellor for Research	\$494.8	\$418.3	\$377.3	\$37.8	\$91.8	\$122.7
Grand Total	\$14,409.8	\$14,043.0	\$15,365.6	\$15,538.2	\$14,725.9	\$14,053.6

Distribution of Facilities and Administrative cost recovery revenues to units other than the generating unit are identified in account code 9811 - Indirect Cost Support. The table below indicates the UAF units receiving these distributions.

Department - Distribution of ICR - Support	FY08	FY09	FY10	FY11	FY12	FY13
AVC for Facilities Services	\$3,257.7	\$3,156.3	\$3,482.8	\$3,367.8	\$3,142.7	\$2,975.7
College of Nat Sciences&Mathematics	\$0.0	\$0.0	\$0.8	\$2.6	\$0.6	\$0.3
College of Rural & Community Develp	\$0.0	\$24.2	\$17.9	\$83.4	\$104.6	\$94.6
Intl Arctic Research Center	\$150.0	\$150.0	\$148.5	\$150.0	\$151.1	\$152.7
School of Fisheries & Ocean Science	-\$0.9	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
UA Museum of the North	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$3.2
UAF Central Managed	\$1,816.7	\$1,662.5	\$2,053.5	\$3,040.2	\$3,033.0	\$3,073.2
UAF Financial Services	\$988.1	\$988.1	\$988.1	\$326.0	\$325.9	\$325.9
UAF Grants & Contracts Admin	\$676.5	\$676.5	\$676.5	\$712.3	\$712.3	\$712.3
UAF Human Resources	\$25.0	\$25.0	\$25.0	\$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	\$1,219.2	\$1,181.0	\$1,298.8	\$1,299.8	\$1,219.6	\$1,157.4
UAF Safety Services & EHSRM	\$301.8	\$301.8	\$268.6	\$269.6	\$269.6	\$301.9
UAF VCAS Operations	\$0.0	\$0.0	\$33.3	\$32.3	\$32.3	\$0.0
Vice Chancellor for Research	\$296.3	\$289.7	\$316.0	\$322.0	\$338.5	\$390.3
Grand Total	\$8,878.6	\$8,603.3	\$9,457.9	\$9,754.1	\$9,478.3	\$9,335.7

AUXILIARY RECEIPTS

Auxiliary receipts are discussed in Section 3.

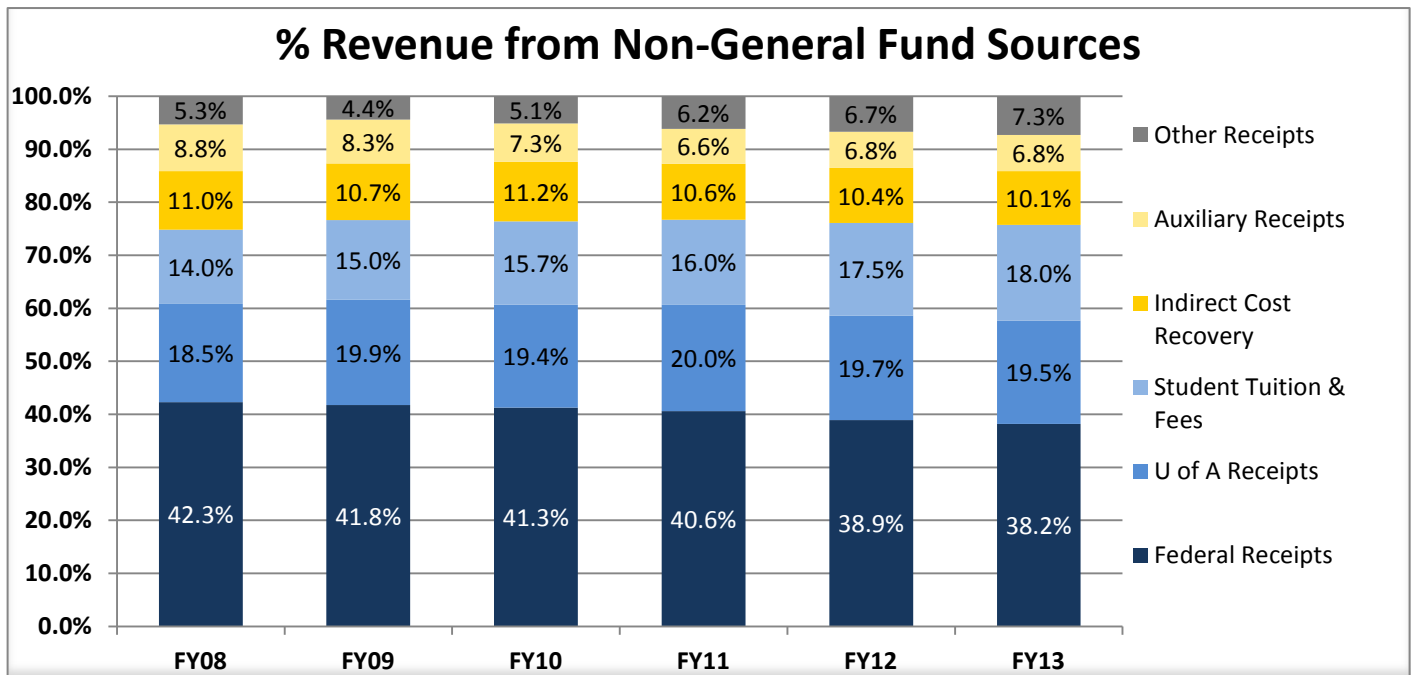
B. Six-year and one-year changes in general fund and non-general fund revenue by unit (School/College/Institute/Division) including significant trends, one-year changes and a brief explanation of the programmatic activity generating the trend/change.

Refer to Appendix 1.B.1 - General Fund & Non General Fund Revenue by Unit 08-13

UAF REVENUE FROM NON-GENERAL FUND SOURCES (OVERVIEW)

(Excluding ARRA and UA Intra-Agency Receipts)

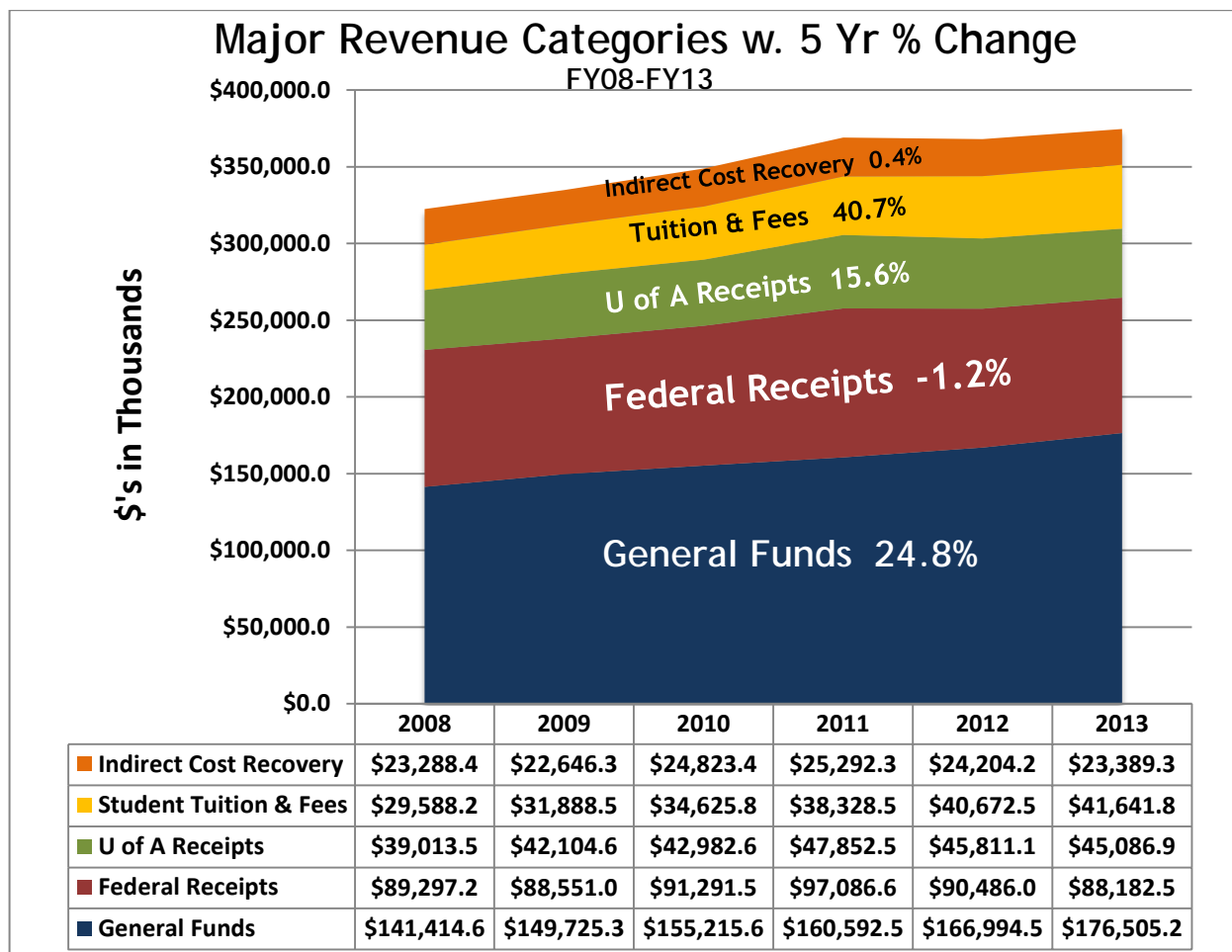
UAF's total revenues rely more on state general fund appropriations than on any other source. However, since FY08, UAF has become more reliant on non-state revenue sources. It is becoming increasingly important for universities in today's higher education environment to diversify its revenue base and not be overly reliant on one or two revenue streams, especially federal or state appropriations. It's for this reason that non-general fund revenue is closely monitored and reported on. 39.8% of UAF's total revenue (excluding ARRA and UA Intra-Agency receipts) comes from general fund state appropriations; the rest comes from a mix of federal, UA receipts, tuition & fees, indirect cost recovery, auxiliary and other receipts. As a percentage of total revenue this is slightly down from 40.1% in 2008. Revenue from non-general fund sources decreased in FY13 by less than 1%.



Revenue Source	FY08	FY09	FY10	FY11	FY12	FY13	% Change FY12-13	% Change FY08-13
Federal Receipts	\$89,297.2	\$88,551.0	\$91,291.5	\$97,086.6	\$90,486.0	\$88,182.5	-2.5%	-1.2%
U of A Receipts	\$39,013.5	\$42,104.6	\$42,982.6	\$47,852.5	\$45,811.1	\$45,086.9	-1.6%	15.6%
Student Tuition & Fees	\$29,588.2	\$31,888.5	\$34,625.8	\$38,328.5	\$40,672.5	\$41,641.8	2.4%	40.7%
Indirect Cost Recovery	\$23,288.4	\$22,646.3	\$24,823.4	\$25,292.3	\$24,204.2	\$23,389.3	-3.4%	0.4%
Auxiliary Receipts	\$18,515.3	\$17,544.6	\$16,066.5	\$15,691.9	\$15,856.0	\$15,768.9	-0.5%	-14.8%
Other Receipts	\$11,273.4	\$9,313.9	\$11,366.4	\$14,714.6	\$15,578.2	\$16,850.2	8.2%	49.5%
Sub-Total	\$210,976.0	\$212,048.8	\$221,156.3	\$238,966.4	\$232,608.0	\$230,919.7	-0.7%	9.5%

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 nominal percentage increases in each of the revenue categories and the section below provides further analysis on each revenue stream.



University leadership has direct and sometimes indirect 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 a Chancellor 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. UAF remains competitive for key agencies such as NSF, NOAA, NASA and DOD, but is still negatively impacted as a result of federal sequestration, demonstrated by the decline in federal receipts of 1.2% from FY08-FY13. Similarly, indirect cost recovery revenue shows a very small increase of 0.4% as it correlates to federal research grants and contracts trends.

A more detailed discussion about federal sequestration is included in Section 2.

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 single appropriation structure under which the university had been organized for many years was replaced by the legislature with a multiple appropriation structure in FY09. The same structure was in place for FY13 but was returned to one single appropriation again in FY14.

FY13 Budget Structure

In FY13, the university operated under the seven appropriation structure (UA Systemwide budget reductions/additions, Statewide programs and services, the Small Business Development Center, UA-Anchorage, UA-Southeast, UA-Fairbanks, and UA-Community Campuses). Within each appropriation, there are allocations. For UAF and the community campuses, there are ten allocations:

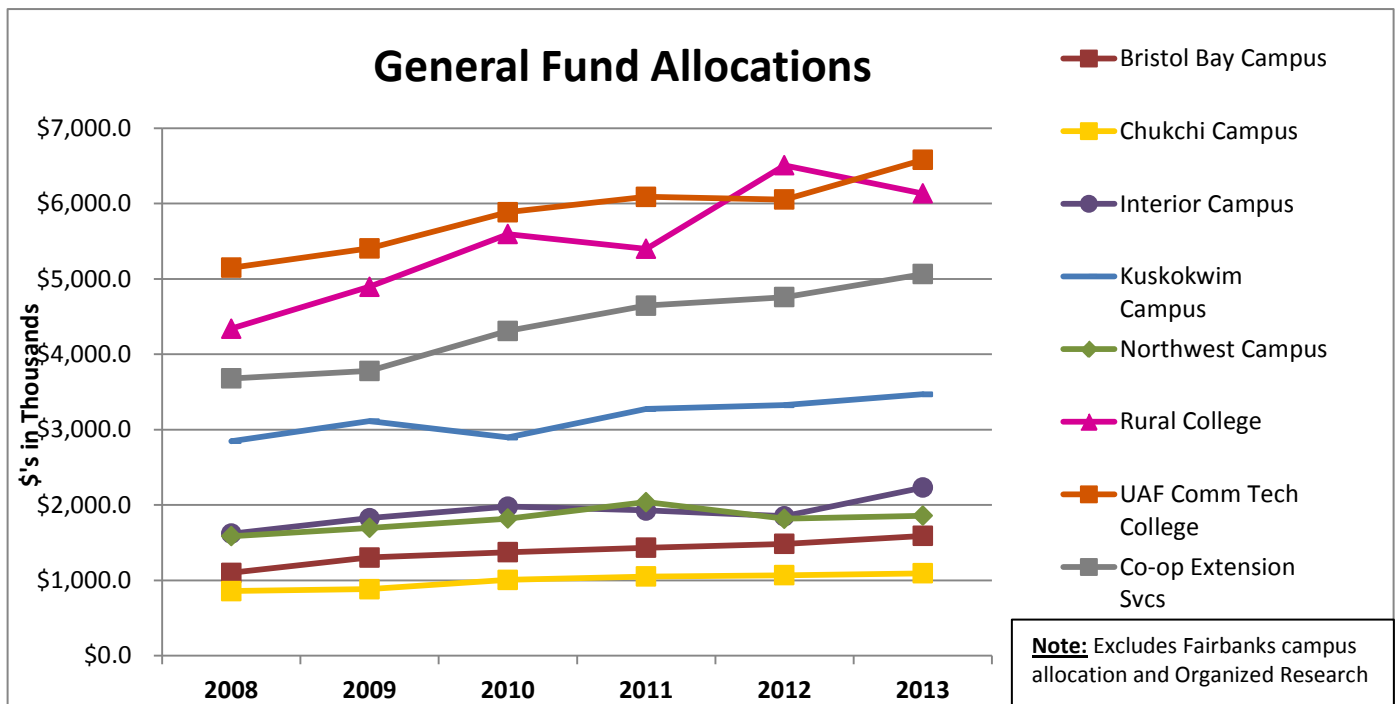
University of Alaska Fairbanks MAU (Appropriation)

- Fairbanks Campus (Allocation)
- Fairbanks Organized Research (Allocation)

UA Community Campuses (Appropriation)

- 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 effect of this structure is that transactions between appropriations are not allowed, unless a reimbursable services agreement (RSA) is approved or an exemption has been granted by the Alaska State Office of Management and Budget. 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.



State general fund support has increased almost 25% since FY08. The 1-year and 6-year changes in funding levels for each allocation are described in the table below.

Allocation	FY08	FY09	FY10	FY11	FY12	FY13	% Change FY12-13	% Change FY08-13
Bristol Bay Campus	1,100.1	1,302.5	1,372.2	1,432.3	1,484.1	1,589.9	7.13%	44.53%
Chukchi Campus	856.8	882.8	1,004.9	1,050.1	1,067.0	1,092.1	2.36%	27.46%
Interior Campus	1,620.0	1,826.2	1,977.8	1,926.4	1,850.9	2,229.8	20.48%	37.64%
Kuskokwim Campus	2,846.6	3,111.3	2,895.5	3,273.4	3,325.1	3,467.8	4.29%	21.82%
Northwest Campus	1,586.3	1,696.8	1,818.8	2,037.8	1,816.1	1,856.5	2.22%	17.03%
Rural College	4,339.0	4,894.3	5,593.0	5,399.0	6,505.9	6,133.9	-5.72%	41.37%
UAF Comm Tech College	5,147.5	5,405.6	5,885.6	6,089.5	6,052.7	6,579.9	8.71%	27.83%
Co-op Extension Svcs	3,679.8	3,778.5	4,308.4	4,644.2	4,756.8	5,062.3	6.42%	37.57%
Fairbanks Campus	100,537.1	106,055.2	107,779.4	112,017.6	116,557.7	121,633.0	4.35%	20.98%
UAF Organized Research	19,701.5	20,772.1	22,580.1	22,722.3	23,578.4	26,860.1	13.92%	36.34%
Grand Total	141,414.6	149,725.3	155,215.6	160,592.5	166,994.5	176,505.2	5.70%	24.81%

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. The annual general fund increases have ranged between a high of 6.5% in FY09 and a low of 2.5% in FY12, with the average increase at approximately 4.3%. 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.

It is important to note that the Legislature funds approximately half of our compensation and most new 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 FY08 through FY13; FY14 Statewide Approved Budget Distribution Worksheet are sources for this information.

UAF Legislative Incremental Funding History - General Fund Only (1)							
	FY08	FY09	FY10	FY11	FY12	FY13	FY14 (YTD)
Prior Year Authorized General Fund	133,849.3	137,299.9	146,160.9	151,870.5	158,843.1	162,838.2	170,620.3
Personal Services							
Salary & Benefits	3,348.2	4,667.4	4,062.6	3,908.4	3,355.3	2,618.3	3,858.0
Non-Personal Services Fixed Costs							
Utilities (Base)					-	1,234.0	0.0
Maintenance & Repair (M&R)	622.8	509.9	434.0	795.3	372.9	578.9	354.0
Library/Operating Fixed Costs		445.6		(160.5)		100.0	0.0
New Facility Operating Costs	19.0	411.0	150.0	523.8		434.0	2,303.0
Risk Management	229.2	202.8					
Subtotal	871.0	1,569.3	584.0	1,158.6	372.9	2,346.9	2,657.0
High Priority Programs	350.0	2,624.3	1,125.4	1,475.0	500.0	2,324.0	610.0
Reallocation for Priority Programs	(1,180.6)						
Other Funding Changes ⁽²⁾	62.0		(62.4)	430.6	(233.1)	492.9	(260.8)
Subtotal	(768.6)	2,624.3	1,063.0	1,905.6	266.9	2,816.9	349.2
Total Distributed Incremental Funding	3,450.6	8,861.0	5,709.6	6,972.6	3,995.1	7,782.1	6,864.2
Final General Fund Distribution	137,299.9	146,160.9	151,870.5	158,843.1	162,838.2	170,620.3	177,484.5
Notes:							
(1) General Funds include GF, GF Match and TVEP; does NOT include one-time supplemental funding "trigger" for utilities.							
(2) Other Funding Changes include items such as program transfers from other UA appropriations such as the							
Alaska Air National Guard waivers, 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.

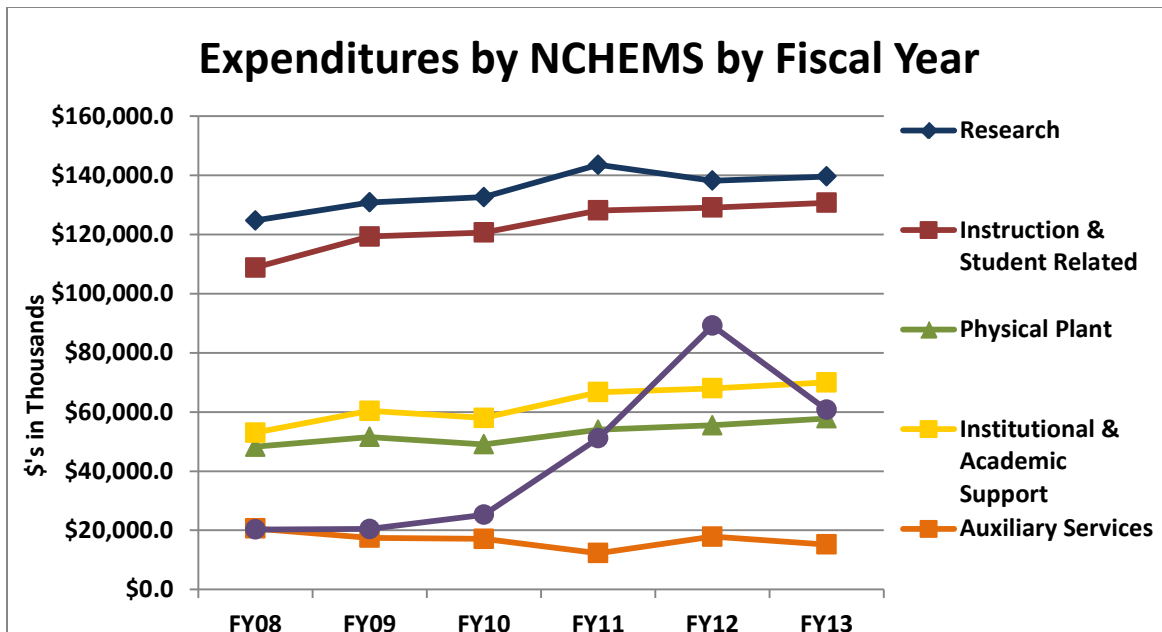
Refer to Appendix 1.D.1 - Expenditures by NCHEMS by MAU 08-13

Refer to Appendix 1.D.2 - Expenditures by Allocation and NCHEMS 08-13

Refer to Appendix 1.D.3 - Expenditures by NCHEMS and Fund 08-13

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 32% since last year (and 200% since FY08) is because ARRA stimulus fund expenditures are included in the data. This includes \$1,549.6 in FY10, \$27,201.4 in FY11, \$61,670.9 in FY12 and \$31,583.9 in FY13. And of those amounts, the majority of those costs are related to R/V Sikuliaq. In FY13, expenditures by NCHEMS are beginning to normalize to pre-ARRA levels.



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.

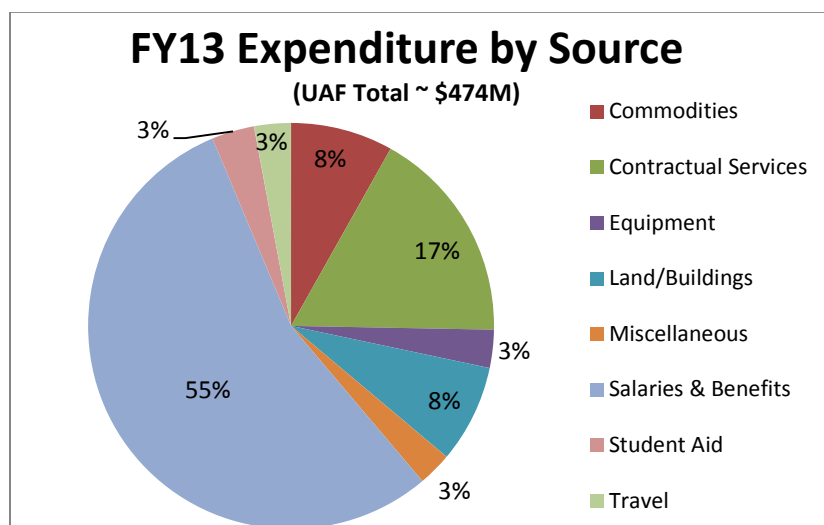
See Appendix 1.E.1 - Expenditures by Account Code 08-13

See Appendix 1.E.2 - Expenditures by Allocation and Major Account Code 08-13

See Appendix 1.E.3 - Expenditures by Fund and Major Account Code 08-13

EXPENDITURES (OVERVIEW)

Total expenditures decreased from \$497,860.7 in FY12 to \$474,105.0 in FY13, a decrease of \$23,755.7, or 5%, 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.D.1 for the full FY13 Cost Savings and Efficiencies report.

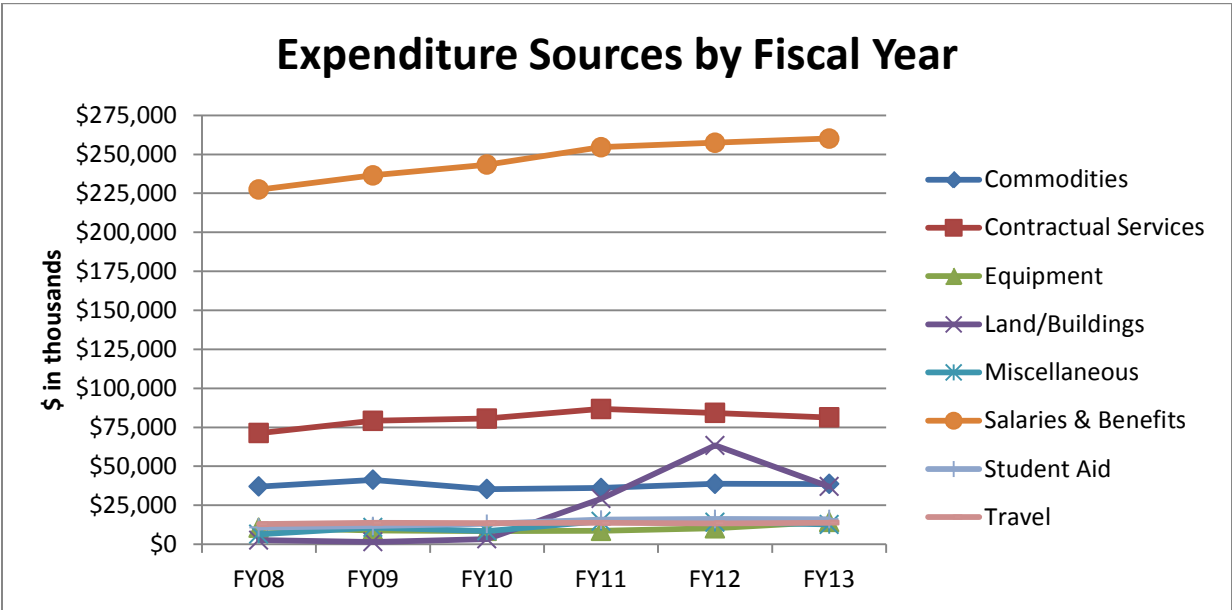


Expenditures include salaries and benefits, travel, contractual services, commodities, equipment, land/buildings, student aid, and other miscellaneous sources. Salaries and benefits make up the

majority of expenditures at 54.9%, with contractual services as the second largest component at 17.1%. Salaries and benefits increased at a modest 1% from FY12 to FY13.

Land and buildings increased dramatically from FY10 to FY12 due to costs associated with the construction of the R/V Sikuliaq. As construction is nearing completion, expenditures associated with it have decreased from \$61,546.8 in FY12 to \$31,557.3 in FY13, a reduction of 48.7%.

Unrestricted expenditures make up the majority of total expenditures with \$290,961.4 or 61.4% of total expenditures; restricted expenditures total \$165,979.8 or 35%.



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-FY18 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 FY13-FY15 Outlook
- Federal Sequestration and Impact on Restricted Funds
- College of Rural and Community Development Federal Sequestration Title III Impact
- Tuition Revenue Scenarios (based on current approved rates; varying enrollment)
- Intellectual Property and Research Commercialization Efforts
- Research Proposal Summary FY13

FIVE YEAR CHANGE (FY08-FY13) AND FY14-FY15 REVENUE PROJECTION SUMMARY

UAF - Revenue Summary							
Funding Source - Operating	2008 Actual	2013 Actual	FY08-FY13 % Change	2014 Projection	FY13-FY14 % Change	2015 Projection	FY14-FY15 % Change
State Appropriation							
<i>General Fund</i>	\$135,801.7	\$164,674.6	21.3%	\$171,811.3	4.3%	\$168,375.1	-2.0%
<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 (TVEP)</i>	\$873.6	\$1,206.4	38.1%	\$1,206.4	0.0%	\$1,206.4	0.0%
State Approp. Subtotal	\$141,414.6	\$170,620.3	20.7%	\$177,757.0	4.2%	\$174,320.8	-1.9%
University Receipts							
<i>Interest Income</i>	-\$51.2	-\$87.3	70.5%	-\$87.3	0.0%	-\$10.0	-88.5%
<i>Auxiliary Receipts</i>	\$18,515.3	\$15,768.9	-14.8%	\$16,000.0	1.5%	\$16,640.0	4.0%
<i>Student Tuition/Fees (net)</i>	\$29,588.2	\$41,641.8	40.7%	\$42,300.0	1.6%	\$43,700.0	3.3%
<i>Indirect Cost Recovery</i>	\$23,288.4	\$23,389.3	0.4%	\$23,600.0	0.9%	\$23,800.0	0.8%
<i>University Receipts</i>	\$39,013.5	\$45,086.9	15.6%	\$45,450.0	0.8%	\$46,359.0	2.0%
University Receipts Subtotal	\$110,354.2	\$125,799.6	14.0%	\$127,262.7	1.2%	\$130,489.0	2.5%
Other Funds							
<i>Federal Receipts</i>	\$89,297.2	\$88,182.5	-1.2%	\$89,000.0	0.9%	\$89,890.0	1.0%
<i>UA Intra-Agency Transfers</i>	\$28,741.0	\$31,398.8	9.2%	\$32,000.0	1.9%	\$34,000.0	6.3%
<i>State Inter-Agency Receipts</i>	\$4,267.2	\$2,545.3	-40.4%	\$2,700.0	6.1%	\$2,781.0	3.0%
<i>CIP Receipts</i>	\$3,798.4	\$6,917.5	82.1%	\$7,500.0	8.4%	\$3,000.0	-60.0%
<i>Mental Hlth Trust Auth Receipts</i>	\$251.0	\$50.0	-80.1%	\$50.0	0.0%	\$50.0	0.0%
Other Funds Subtotal	\$126,354.7	\$129,094.1	2.2%	\$131,250.0	1.7%	\$129,721.0	-1.2%
Grand Total - Operating	\$378,123.5	\$425,514.0	12.5%	\$436,269.7	2.5%	\$434,530.8	-0.4%

Assumptions regarding summary projections are listed below. Full projections including general fund scenarios are included in the Appendix 2.A.1. The FY15 scenario above, matches FY15 Scenario #2 (moderate reduction) in the full projection sheet, attached in the Appendix. These projections do not include ARRA and/or Sikuliaq related activities.

Assumptions

- 1) Tuition projections assume flat enrollment with the \$6/\$12 increase approved for FY15 (undergrad/graduate & non-resident, respectively). Tuition scenarios based on varying enrollment levels are included with more detail later in Section 2.
- 2) UA intra-agency transfers in FY15 does not include the R/V Sikuliaq Service Center (Recharge) activities. Operations may be partial in FY15; as the full fiscal impact becomes known, projections will be adjusted.
- 3) FY15 General Fund (GF) projections are based on a moderate reduction scenario (-2% GF impact) as likelihood that a reduced revenue picture for critical academic programs is greater. The Governor's budget released in December 2013 is discussed in further detail with respect to UAF impact later in Section 2 and in Section 4. The total FY15 UAF academic program request is \$1.288M in FY15, less than a 1% increase over FY14 funded levels, and represents a best case scenario.

The current Governor's first-round budget projects a \$14.9M reduction for UA general funds, with some moderate fixed cost increases. A worst-case impact scenario for UAF could be in the \$12-\$14M range, including funds set aside for strategic reallocation.

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.

- 4) CIP receipt projections are contingent upon state funded research projects; UAF submitted three projects for a total request of \$7.9M in FY15. Revenue projections are conservative and assume \$3M in activity within the Department of Design & Construction (DDC) and no investments in research for Alaska's economic development; however this is UAF's worst case scenario. 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

FY13-FY15 OUTLOOK

In FY13, UAF made increasing 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 several strategic tuition offsets, vertical reductions and organizational changes that will continue to show results in FY14 and beyond.

In FY13, UAF projected a fairly flat revenue picture for FY14. The State maintained a "hold the line" budgetary approach. Tuition revenue streams and federal sources (including indirect cost recovery) would be reduced slightly or maintained, but were not expected to increase at the level of projected cost increases. These conditions made it very clear that without managed change UAF would face a budget deficit before FY15.

Budget conditions in FY15 are expected to be tighter than in previous years. The State issued guiding principles in July 2013 noting no increases other than "mission critical" items; and UA followed suit in August emphasizing the need for reallocation to afford cost increases, linking all

initiatives to strategic plans/themes, asking for items that improve student access across the system and streamlining services.

UAF responded with a minimal budget request, a \$1.288 million increase for program areas, which is less than a 1% increase over the FY14 operating budget. The capital budget is more significant with the focus on the completion of construction for the Engineering Building (\$33.3M) and the Co-Generation Heat and Power Plant Major Project (\$195M) to mitigate risk to campus infrastructure.

To date, the Governor's budget released December 2013, calls for a UA budget decrease of \$14.9M. Deferred maintenance, partial compensation, and minimal fixed cost increases are included as deferred maintenance is one of the Governor's commitments, resulting in a net reduction of 2.6% compared to FY14, or \$9.6M. 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 begins January 22, 2014. Advocacy information can be found online at www.uaf.edu/omb.

This proposed reduction from the baseline budget could translate into an estimated \$7M cut for UAF. This proposed cut, coupled with a need to budget for the remainder of the annual fixed cost increases and for programmatic priorities, might leave UAF with a FY15 budget gap in the range of \$12-\$14M including funds set aside for strategic reinvestment. Although the budget outlook may change when the Legislature adopts a final budget in the spring, it is important that UAF begin contingency planning now.

Contingency planning groups and estimated meeting schedules are listed in Section 4.

UAF FEDERAL FUNDING & IMPACT OF SEQUESTRATION

UAF Federal funding can be viewed in five 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. Each category will be impacted differently as the Budget Control Act is implemented. The Act requires an 8.2% reduction on discretionary spending in non-defense agencies. For context, federal funding accounts for approximately 20% of UAF operating revenue driven heavily by competitive research and is UAF's largest university generated revenue source.

UAF's largest component of federal funds is in research grants and contracts. Most agencies are delaying research awards, reducing award amounts, and reducing the number of proposals funded. UAF remains competitive for key agencies such as NSF, NOAA, NASA and DOD, but may still be negatively impacted. Fortunately, UAF is positioned well in a few areas that may provide growth to partially offset reductions; these include Arctic related research, climate change, Sikuliaq operations, unmanned aerial vehicle systems, bio-medical, and energy applications.

In FY13, federal research expenditures at UAF were down 5%, but that was impacted by American Reinvestment and Recovery Act (ARRA) closeouts. ARRA funds were one time investments with an anticipated end date. In FY14 and FY15 it is projected that UAF will see additional decreases, but due to new awards in EPSCoR, NASA, and NSF for ship management, UAF's decrease will likely be in the 1-3% range, not the 8%+ level sequestration will impose nation-wide. UAF is striving to stay competitive in an ultra-competitive environment.

Federal Title III funding has been significant for both renovations and student programs at UAF's community campuses. This funding will continue through current awards, however, new award

opportunities have been delayed and could 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 2013 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 formula funding through the Cooperative Extension Service and the School of Natural Resources and Agricultural Sciences. These funds have not increased for several years and it is anticipated reductions or a different distribution method will be enacted resulting in less funding.

Other training and low-income student programs like TRIO, which is a U.S. Department of Education grant program that provides funding to colleges and universities to assist first-generation, minority, and disabled students, will likely decline at the 5-10% level. These types of awards at UAF make up only a small fraction UAF's total federal funding.

FEDERAL SHUTDOWN

In the event of any prolonged Federal shutdown, UAF may experience some cash-flow issues. If that happens, UAF will work with campus and Statewide executive leadership to take appropriate measures to minimize impacts.

Following are some of the actions UAF took in FY13/FY14 including notes on potential effects of the shutdown.

- **Federal receipts**
In advance of the shutdown, UAF began working to manage potential negative effects. Those actions included active monitoring of federal expenditures and submitting those invoices for reimbursement on a more frequent basis, expediting billings for clients that do not use the federal payment sites (ASAP/PMS) and monitoring communications from federal entities on agency-specific actions. UAF has currently received payment for all of those pre-shutdown reimbursements submitted via ASAP/PMS.

Once the shutdown started, some funding agencies have continued to accept invoices and are still reimbursing. Others, including the National Science Foundation, are not. Approximately \$3.3 million in receivables and unbilled expenditures were outstanding as of October 2013. This accounts for approximately 6.28% of total federal expenditures for the fiscal year. UAF is actively monitoring the federal electronic payment website and drawing on those funds as they become available.

- **Federal proposals**
Agencies have advised UAF that work on grants already approved and available for expenditure may continue. As that work continues, it causes an increase in the amount of receivables but reimbursement from the federal government is guaranteed, though delayed. A slowdown in review of submitted proposals via Grants.gov is expected.
- **Effects on students**
Shortly after the shutdown, the chancellor made an executive decision to minimize its effects on students, including active military and veterans. That decision meant students would not be dropped from classes or suffer other adverse effects due to shutdown-related

funding delays. UAF has approximately \$100,000 in outstanding amounts due from the VA and military students for the fall 2013 semester. UAF expects to collect this revenue once the military portals for processing of student aid are reopened. All federal financial aid for the fall 2013 semester had been received as of October 15, 2013 (Pell, SEOG and Direct Student Loans).

- R/V Sikuliaq project
The National Science Foundation has advised that a prolonged shutdown could further halt work the construction of the Research Vessel (R/V) Sikuliaq. At the time of this writing, the ship will spend the winter in the Great Lakes and is slated to arrive in Alaska in the spring of 2015. The delayed delivery will affect UAF's receipt of indirect cost revenues from vessel operations.
- Indirect Cost Recovery (ICR)
UAF is actively monitoring the outlook for the Sikuliaq operations and other potential delays in the issuance of federal funding as a result of a prolonged shutdown, including how that could affect projected indirect recovery. ICR currently makes up approximately 5% of the UAF budget and is one of several sources of funding that UAF relies on to meet its annual fixed cost increases and other budgetary needs.

COLLEGE OF RURAL AND COMMUNITY DEVELOPMENT (CRCD) - FEDERAL IMPACT AND TITLE III

Across-the-board cuts to federal programs (sequestration) became effective March 1, 2013. Virtually all federal programs, including almost all of those of interest to community colleges, are subject to these cuts, and apply to most Department of Education (DOE) programs including Title III. Nearly all nonexempt, nondefense discretionary programs are subject to an across-the-board cut of 5% in and nonexempt, nondefense mandatory programs are subject to a cut of 5.1% in FY13.

CRCD Overall

Federal DOE 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 eligibility of this designation each year. ANSI funding consists of Title III, as well as USDA and HUD agencies.

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

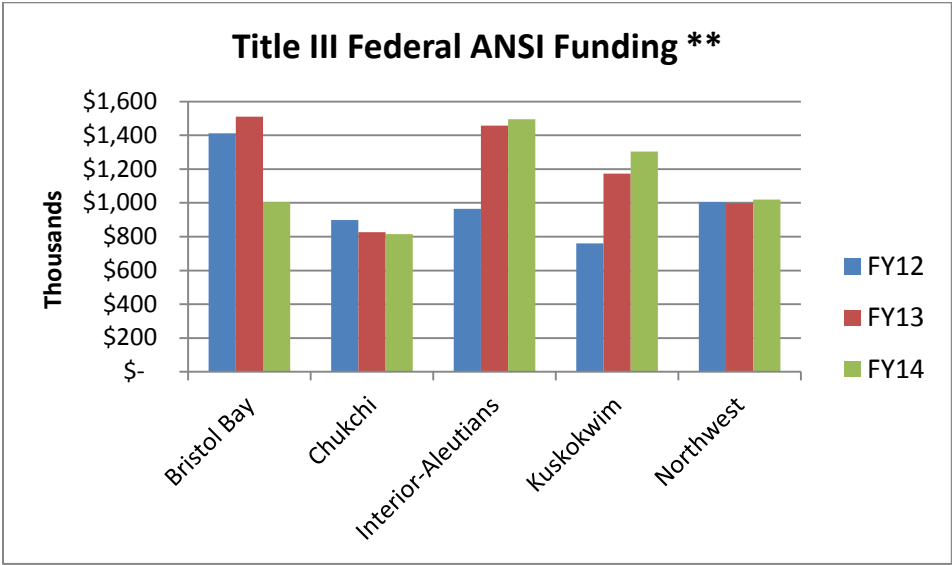
- Total CRCD revenue, including restricted and unrestricted funds, has declined approximately 11% from FY12 to FY14 (\$21.5M in FY12 to \$19.1M in FY14).
- Title III ANSI funding makes up 23%, 29% and 29% (\$5.0M, \$5.9M and \$5.6M) of the total CRCD revenue budget, including restricted and unrestricted funds, for FY12, FY13 and FY14, respectively.
- Title III ANSI funding has declined 5.5% from FY13 to FY14.

If CRCD is not informed in a timely manner about the status, level and availability of ANSI and Title III funds, critical faculty positions that serve students, outreach and development will become difficult to preserve. Faculty must be informed in a timely manner regarding new contracts and funding sources for the following year; if faculty is 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. Additionally, since most of these faculty are located in remote rural sites, geographic differentials in compensation apply, further increasing the internal funding burden. Should CRCD be unable to secure unrestricted funding in the event that restricted funding is cut, these critical faculty positions will be eliminated, preventing future growth of the college and programs such as building student capacity in rural regions, preparing students, strengthening curriculum and developing and adapting academic resources.

Implications to Community Campuses

Although specific events with sequestration are still unknown, there has been no communication that community campuses will see reductions in their current awards. However, in FY13, there were no new proposals submitted for Alaska Native/Native Hawaiian (ANNH) which is a component of ANSI funding.

Table 1. Title III Federal ANSI Funding by Community Campus, FY12-14



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

If new non-competitive RFPs do not surface in FY15, CRCD will face a significant restricted funding budget cut, particularly with Bristol Bay and Interior-Aleutians campuses. Most Title III awards are multi-year, normally two to five years’ duration. This funding will continue through current awards, however, new award opportunities have been delayed and could impact campuses starting in FY15 and FY16.

Chukchi Campus

Chukchi Campus relies solely on Title III funding for the restoration of Iñupiaq language rejuvenation/restoration. The advisory council has tasked the Chukchi campus to be the Iñupiaq Language Center for the northwestern Alaska region. The Iñupiaq Coordinator has worked diligently

for the last two years on developing teachers, and is now setting up face-to-face language classes in two of the ten surrounding villages. Without the Title III funding, the ability to restore a dying language would come to a halt.

Additionally, Title III provides anywhere from 50% to 100% of funding for critical staff positions such as language instructors and coordinators, program developers, grants managers and faculty for math and information technology. These positions would be eliminated without Title III support.

Interior-Aleutians Campus

Interior-Aleutians Campus has three major Title III awards that support several critical positions including faculty, coordinators and program managers. It also supports technology training, travel support, academic planning, classroom and course development, as well as renewal and renovation for facilities.

The “Strengthening Our Foundation” award has a goal to provide travel support for outreach activities, class and workshops for 45 villages in the next two years. Without Title III funding, this goal will not be met.

Kuskokwim Campus

Kuskokwim Campus located in Bethel is the largest rural campus at UAF and relies on Title III renovation funding for renewal and renovation, faculty development and academics, distance and online education and increased enrollment and retention efforts.

Wellness initiatives are important and are vital in order to maintain productive working relationships with other agencies such as Yukon-Kuskokwim Health Corporation (YKHC) Behavioral Health, the Bethel Police Department and Alaska State Troopers to focus on healthy relationships in order to foster improved academic life. In most cases, academic problems in these rural sites are due to other factors in a student’s life, rather than academic inability. Lack of Title III funding would slow or halt these essential partnerships.

Northwest Campus

Northwest Campus facilities receive Title III renewal and renovation awards that are long overdue and critically important to maintaining quality programs in the region. On average, facilities at Northwest campus are 32 years old. If Title III renovation awards are cut, it is unclear how it could be replaced.

Title III programs are not intended to fund or maintain continuing University operations. New initiatives and activities can build on previous ones that have become institutionalized, but current positions and activities will inevitably not be continued.

Next Steps

It is important that UAF and CRCDD are actively informed and updated about federal news regarding DOE priorities and funding plans. CRCDD actively tries to stay abreast of current news but even basic information is not always updated. ANNH funding is selective and eligibility restricted and as such, funding for new awards is targeted and liable to fluctuate. It is CRCDD’s hope that its positive impacts on these awards will help justify continuing appropriation for the programs.

UAF TUITION REVENUE SCENARIOS THROUGH FY16

Updated: December 2013

Closing Report, FY13

FY13 tuition and fee revenue increased 2.2% from FY12, and 40.7% from FY08. Tuition rates increased by 7% for undergraduate and 3% for graduate tuition in FY13. Enrollment decreased by 3.5% from FY12.

FY13 Tuition and Fee Revenue		
Lower Division	\$ 20,991,692	50%
Upper Division	\$ 7,846,912	19%
Graduate	\$ 6,897,703	17%
Non-resident Surcharge	\$ 4,648,283	11%
Contra-tuition accounts (Pell/discounts)	\$ (5,701,712)	-14%
Fees	\$ 6,958,971	17%
Total	\$ 41,641,847	100%

Scenarios, FY14-16

*Note: "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 and FY16 are based on the \$6/\$12 increase approved by the Board of Regents at the November 2013 meeting.

Considering the three scenarios that follow, if UAF were to maintain the \$6/\$12 tuition increase through FY16 (flat enrollment) the increase in revenue is estimated at \$1.5M. Enrollment is critical in these scenarios. If enrollment drops between 1-3%, UAF can maintain existing levels of tuition revenue with the \$6/\$12 model. 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.

1. **Normative: Flat enrollment.** While UAF saw a rise in student enrollment in terms of headcount for Fall FY14, student credit hours remained flat.

Projected Revenues	FY14	FY15	FY16
Lower Division	\$ 21,403,375	\$ 22,167,781	\$ 22,932,187
Upper Division	\$ 7,904,786	\$ 8,137,280	\$ 8,369,773
Graduate	\$ 6,905,062	\$ 7,116,982	\$ 7,328,902
Non-resident Surcharge	\$ 4,794,880	\$ 4,921,138	\$ 5,235,496
Contra-tuition accounts	\$ (5,741,134)	\$ (5,928,045)	\$ (6,141,290)
Fees	\$ 7,053,394	\$ 7,283,027	\$ 7,545,014
Total	\$ 42,320,362	\$ 43,698,162	\$ 45,270,082
<i>Annual change</i>	<i>\$ 678,514</i>	<i>\$ 1,377,801</i>	<i>\$ 1,571,920</i>
<i>Annual change, %</i>	<i>1.6%</i>	<i>3.3%</i>	<i>3.6%</i>

2. Positive: Enrollment up 1% annually

Projected Revenues	FY14	FY15	FY16
Lower Division	\$ 21,617,408	\$ 22,613,353	\$ 23,627,055
Upper Division	\$ 7,983,834	\$ 8,300,839	\$ 8,623,386
Graduate	\$ 6,974,113	\$ 7,260,033	\$ 7,550,975
Non-resident Surcharge	\$ 4,842,829	\$ 5,020,053	\$ 5,235,496
Contra-tuition accounts	\$ (5,798,546)	\$ (6,047,199)	\$ (6,141,290)
Fees	\$ 7,123,928	\$ 7,429,416	\$ 7,545,014
Total	\$ 42,743,565	\$ 44,576,495	\$ 46,440,636
<i>Annual change</i>	<i>\$ 1,101,718</i>	<i>\$ 1,832,930</i>	<i>\$ 1,864,141</i>
<i>Annual change, %</i>	<i>2.6%</i>	<i>4.3%</i>	<i>4.2%</i>

3. Negative: Enrollment down 3% annually

Projected Revenues	FY14	FY15	FY16
Lower Division	\$ 20,761,273	\$ 20,857,665	\$ 20,929,588
Upper Division	\$ 7,667,642	\$ 7,656,366	\$ 7,638,866
Graduate	\$ 6,697,910	\$ 6,696,368	\$ 6,688,891
Non-resident Surcharge	\$ 4,651,034	\$ 4,630,299	\$ 4,778,296
Contra-tuition accounts	\$ (5,568,900)	\$ (5,577,698)	\$ (5,604,990)
Fees	\$ 6,841,792	\$ 6,852,600	\$ 6,886,130
Total	\$ 41,050,751	\$ 41,115,601	\$ 41,316,782
<i>Annual change</i>	<i>\$ (591,096)</i>	<i>\$ 64,850</i>	<i>\$ 201,181</i>
<i>Annual change, %</i>	<i>-1.4%</i>	<i>0.2%</i>	<i>0.5%</i>

Notes

- Fiscal year projections are based on the academic year (Fall-Spring-Summer) that begins during that fiscal year.
- Approximately 84% of UAF undergraduate students are in-state and 65% of graduate students are in-state.
- The non-resident surcharge category is adjusted to account for the following categories, for which the surcharge is waived. Value of the waiver for FY13 is noted.
 - Students taking four or fewer credits per semester (in accordance with BOR policy): \$3.1 million
 - Western Undergraduate Exchange: \$2.8 million
 - eLearning: \$967,000
 - Summer Sessions: \$341,500
 - Rural campuses: currently a high percentage of rural students are identified as non-resident or residency pending, which would result in application of the surcharge if the student attended an urban campus. Because residency is not charged when calculating a rural student's tuition, many students' residency is left unconfirmed. This makes it difficult to estimate how many student credit hours would be subject to the surcharge if the policy were not in place.
- The \$5.7 million in the contra tuition accounts is mostly Pell Grant activity, with \$800k in various discounts (e.g. take 12 credits but pay for 10). Other than Pell Grants and tuition deals, this report does not consider scholarships/assistantships/tuition waivers.

INTELLECTUAL PROPERTY AND COMMERCIALIZATION EFFORTS

The University of Alaska Fairbanks conducts approximately \$140M per year in externally funded research (by NCHEMS categories). Much of this research can lead to commercial products, licenses, technologies, software codes, new plant varieties, and other intellectual property that, if licensed or sold within private industry, could provide competitive business advantage and create Alaskan jobs. The Office of Intellectual Property and Commercialization (OIPC) helps faculty, staff, and student inventors at UAF by identifying new inventions, establishing protections, and bringing them to market.

Nanook Innovation Corporation (NIC) - Non-Profit

The Nanook Innovation Corporation (NIC) is an entity created by UAF to facilitate the commercialization of intellectual property (IP). NIC is a nonprofit research organization that supports UAF and receives IP from the University through a master agreement. This research foundation is responsible for licensing UAF IP and ensures that revenue is returned to the inventors and the University. In 2012, UAF had its first patent licensed and its first software licensed. Efforts are expanding and proprietary data is available for licensing in FY13. Now that the entity is up and running, NIC expects to regularly license out technologies. NIC expects 3 licenses for FY14 by November, and aims to have 2 licenses each month thereafter.

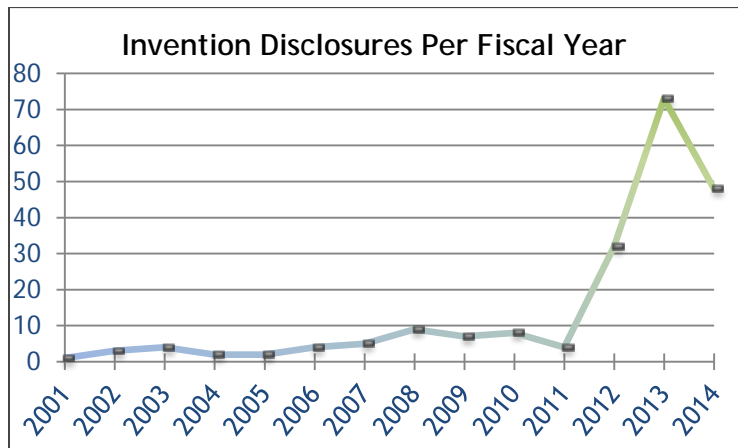
Nanook Tech Ventures (NTV) - For-Profit

NTV is another entity created by UAF to facilitate commercialization of IP. It is a for-profit corporation that works with entrepreneurial faculty, staff and students to create startup companies and build viable businesses based on their research. In 2013, UAF faculty formed their first company based on UAF technology. This company is owned and operated in Alaska, and will use UAF technology to help airlines mitigate the risks to aircraft due to volcanic ash. OIPC has helped inventors to form companies to make use of Small Business Innovation Research (SBIR) and Small Technology Transfer Innovation (STTI) research grants. For example, one company develops sensors to map the dispersion and impact of aerosols, and another develops new pharmaceuticals and nutraceuticals for elderly persons at risk of diabetes. These grants will lead to new technology development, and this technology can be sold by these new, Alaskan businesses. NTV will strive to form 3 to 5 companies a year.

Impact and Expected Growth

As a result of vigorous OIPC efforts, 73 invention disclosures were received in FY13, more than double that of FY12. [See Table 1 below.] For the first time, UAF is producing invention disclosures at rates equal to or higher than similar higher education research peers, including Kansas State University, the University of Central Florida, the University of Notre Dame, North Dakota State University, the University of Oregon, George Mason University, and West Virginia University.

Table 2. Invention Disclosures Per Fiscal Year



At the low end, UAF hopes to license at least 10% of the yearly portfolio for \$25K or more over the course of the license (the \$25K figure is the median license figure from all university technology transfer offices nationally). That puts the base revenue point at less than \$200K for this portfolio of technologies, but this is at the low end. On the high end, one of these licenses will be worth upwards of several hundred thousand dollars or a million over the course of the contract. It is a high cost, high reward business model. Currently, OIPC 's portfolio includes two technologies that fit this category of a high risk, high reward invention.

Revenue Opportunities

OIPC benefits the university by opening up new avenues for research revenue. OIPC drafts conflict of interest management plans which allow faculty-entrepreneurs to pursue SBIR and STTR funding through their independently operated companies. Upon receiving SBIR funds, up to 49% of the funds can be awarded to the university, and the monies are also used to develop university owned intellectual property. For example, one faculty received a Phase II SBIR into his company for \$750K. This faculty member will contract a portion to the university for research, 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 would not have these opportunities.

FY13 UAF RESEARCH PROPOSAL SUMMARY

In FY13, UAF submitted 786 proposals for a total of \$302M in requested research funding and partnerships. The majority were new competitive proposals (520, with a total value of \$228M). Approximately \$52M was proposed as new noncompetitive funding. 226 FY13 proposals were funded as of July 2013, for a total of \$59M. While the volume of proposals submitted decreased in FY13 (down by 14% compared to FY12) the award values increased by 10% on average indicating success in an increasingly competitive climate. The full report, produced by the Office of Sponsored Programs, is attached in the Appendix.

Refer to Appendix 2.A.2 - UAF Proposal Report FY13

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 1. Major Auxiliary Revenue Sources, FY08-13.

Revenue Source	2008	2009	2010	2011	2012	2013
Housing - Residence Hall Fees	4,716.0	4,889.1	5,069.9	5,128.5	5,359.3	5,452.2
Food Serv - Meal/Board Rev	2,578.2	3,262.6	3,445.2	3,601.1	3,888.8	4,064.1
Housing - Apartment Fees	1,269.3	1,172.5	1,409.9	1,268.9	1,276.9	1,399.9
Parking Fees (Decals)	879.3	892.0	976.3	1,023.3	1,041.8	1,078.9
Misc Revenue	1,164.6	922.8	818.4	954.5	925.8	730.9
Textbook Sales	3,203.8	2,411.1	1,204.5	947.2	866.5	592.4

Auxiliary funds are unrestricted current funds of enterprises which furnish services directly or indirectly to students, faculty or staff and which charge fees directly relating to, but not necessarily equal to, the costs of the services. Bookstores, parking services, housing and dining services are examples of auxiliary enterprises.

Revenues from auxiliary enterprises in FY13 (\$15,777.4) were down 0.6% over FY12 (\$15,866.0) revenues, and down 14.8% from FY08 (\$18,515.4). UAF outsourced the bookstore operations beginning in FY09 and by doing so, did not book the revenue and expenditures of bookstore operations beginning that same year, which is the primary reason for the 6-year drop in revenue. Housing revenue from Residence Life has increased by 6.2% since FY09, while Dining/Food Service revenue has increased 19.5%.

B. Significant changes, investment areas and trends.

UAF's two largest auxiliaries, Residence Life and Dining Services, made significant investments in new facilities during FY13. Residence Life completed funding of the Sustainable Village Phase I with \$297K, bringing the total to \$1.3 million, and used \$2.0 million for development of the P3 dining facility.

The total lease on the new P3 dining facility will be \$1.45 million per year beginning in FY15, and will be covered by the Residence Life and Dining Services auxiliaries. As the budgeted lease costs for the P3 facility will not be expended until FY15, Residence Life shows net operations of over \$2.0 million. 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 will apply to the P3 lease payments beginning in FY15. Excluding P3 development transfers, total Dining Services operations are similar to FY12.

Table 2. FY13 Fund Balances Residence Life and Dining Services

FY13	Residence Life	Dining Services	Total
Beg Fund Balance	2,610.1	314.6	2,924.7
Revenue	7,651.5	4,275.8	11,927.3
Expenditures	5,616.7	5,781.6	11,398.3
Net Operations	2,034.8	(1,505.9)	528.9
Transfers	2,297.2	(2,006.4)	290.8
End Fund Balance	2,347.7	815.2	3,162.9

As predicted, the Bookstore's previous deficit was eliminated in FY13. The Bookstore is outsourced to Follett, who pays UAF a percentage of sales. Revenues are estimated at \$110K annually, consistent with FY13 actuals. As no clear decisions have been made for the use of this revenue, they accumulated in FY13.

Parking Services started FY13 with a negative \$507K fund balance. For the fiscal year net operating expenditures exceeded revenues by an additional \$67K. 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.

UA PRESS

The University of Alaska Press was established in 1967 and is a nonprofit scholarly publisher and distributor of books about Alaska and the circumpolar regions. Although physically located at the University of Alaska Fairbanks campus, the Press represents the entire University of Alaska- its three main universities (UAA, UAF, and UAS) as well as their satellite campuses- and by extension the entire state of Alaska. The UA Press is currently subsidized by the UA Natural Resources Fund and received \$200k in the FY14 state budget request.

The UA Press is the only book publisher operating in Alaska that focuses on scholarly and educational books and e-books. Publications cover an expanding range of subject areas for readers of all ages, including politics and history, Alaska Native languages and cultures, and science and natural history. Currently, revenue earned from the sale of 30,000 books per year is not sufficient to maintain the present rate of publications (approximately 20 books per year).

For the past six years, UA Press has received an increment of \$200K per year from BP funds allocated by UA Statewide. The funds have been used largely to offset production costs of new books. Prior to funding from statewide, the Press published only a small number of books each year. While the quality of publications was generally high, the Press did not function as a modern publishing house with respect to budgeting, contracts, scheduling, tracking sales and royalties, and other best practices. In the past six years the Press has undergone dramatic changes, which have resulted in a substantial increase in recognition of the Press and our books, which in turn reflects positively on the University of Alaska. The BP funds ended in FY13, and were replaced by a \$200k state general fund appropriation in FY14.

The ability to continue to produce outstanding books that preserve the history, cultures, science, and literature of Alaska and the north is dependent on funds to produce books. Historically, UA book production costs, exclusive of staff salaries, averaged \$250k/year.

Table 3. Five Year Trend UA Press

UA PRESS	FY09	FY10	FY11	FY12	FY13
Beg Fund Balance	(82.6)	287.4	64.9	152.6	83.7
Revenue	422.8	395.5	392.6	367.6	381.4
Expenditures	710.4	790.6	1,095.9	664.0	818.5
Net Operations	(287.6)	(395.1)	(703.3)	(296.4)	(437.1)
Transfers	(657.6)	(172.7)	(790.9)	(227.5)	(233.4)
End Fund Balance	287.4	64.9	752.6	83.7	(120.0)
Inventory	(587.0)	(679.6)	(268.5)	(274.8)	(244.7)
Total Fund Balance	(299.6)	(614.7)	(116.0)	(191.2)	(364.7)

RECHARGE CENTERS

Refer to Appendix 3.A.2 - Recharge Operations

There were 25 active recharge centers in FY13, of which 15 ended the year with positive fund balances and 10 with negative fund balances. Overall the collective recharge centers increased total fund balances by \$1.3 million, with the biggest mover being Utilities, which went from an ending fund balance of \$889K to one of \$2.3 million. This balance growth is due to a transfer of \$2M, which is being held in the utilities recharge to moderate future rate increases as needed.

Other recharge centers with significant ending fund balances include the Vehicle & Equipment Pool with \$466K, Physical Plant Maintenance & Operations with \$301K, and Utilities with \$2.3 million. Operations with significant negative fund balances include Printing Services (-\$365K), the Copy Pool (-\$110K), IAB Toolik Field Station (-\$167K) and the VCR Animal Resources Center (-\$47K).

The continued increase in the fund balance for DD&C was driven by the surge in construction activity on the UAF Fairbanks campus that began in FY12. Major projects include 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. This trend is anticipated to continue for the next several years with additional deferred maintenance funding and construction of the new engineering facility. FY12 the first time in 7 years that DD&C has earned a positive fund balance.

The Printing Services and Copy Pool recharge operations are working to reduce expenditures and increase revenue opportunities. The combined operations ran a deficit of approximately \$119k in FY13.

Table 4. FY13 Fund Balances Printing Services and Copy Pool

FY13	Printing Services	Copy Pool	Total
Beg Fund Balance	(518.6)	(87.4)	(606.0)
Revenue	741.5	323.9	1,065.4
Expenditures	837.3	346.6	1,183.9
Net Operations	(95.9)	(22.7)	(118.6)
Transfers	(249.6)	-	(249.6)
End Fund Balance	(364.8)	(110.2)	(475.0)

C. Trend in housing capacity by building and occupancy.

HOUSING

As of September 2013 the total number of students living on campus in the single student housing dormitories and apartments is down 2% from the previous year. This decline mirrors the campus decline in student credit hours. As a percentage, the single student occupancy rate remains near 95% 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 over the next year or two, the opening of a new dining facility on campus is expected to solidify demand for on-campus housing and allow for some modest growth in the total number of students living on campus next fall.

Occupancy in the faculty, staff, and graduate student housing facilities remains strong at 97%. Vacancies represent units temporarily unoccupied space due to turnover and/or maintenance and repair work. Demand for these units exceeds supply, with the current waiting list including 30 families, 26 graduate students, 7 faculty, and 4 undergraduates. See occupancy tables below for details.

Table 5. FY00-FY13 Residence Life Single Occupancy

UAF Residence Life Fall 2000 Through Fall 2013 Single Student Occupancy by Facility												
Facility	Bartlett	Lathrop	MacLean	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
Capacity as Used	275	111	24	88	308	87	136	89	89	230	16	1453
Occupancy	94.9%	96.4%	95.8%	93.2%	96.1%	93.1%	97.1%	91.0%	93.3%	96.1%	87.5%	95.0%
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.												

Table 6. FY00-FY13 Residence Life Family and Faculty Occupancy

Fall 2000 Through Fall 2013 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%
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. Five-year trend and one-year changes of unreserved fund balance (UFB) by allocation and fund, by VC level unit.

Table 1. FY08-FY13 UFB by Fund Type & Allocation

6-Year Trends in Unreserved Fund Balance (UFB) by Fund Type & Allocation						
Unreserved Fund Balance by Fund Type	FY08	FY09	FY10	FY11	FY12	FY13
Total Unrestricted (F1)	16,671,564	4,063,595	9,998,421	7,610,123	8,682,041	8,519,640
Recharge Svc Centers (F7)	3,090,017	3,938,920	5,192,605	7,863,894	10,110,577	12,778,853
Fairbanks Leasing (FL) & (FE)	4,016,453	5,063,441	5,809,986	7,333,850	8,006,275	5,252,453
Grand Total	23,778,035	13,065,956	21,001,013	22,807,868	26,798,892	26,550,946
F1 Unreserved Fund Balance by Allocation	FY08	FY09	FY10	FY11	FY12	FY13
Bristol Bay Campus	9,149	22,944	101,095	21,063	4,577	191,281
Chukchi Campus	2,649	20,080	358	338	16,516	40,464
Interior Campus	51,129	110,496	285,929	82,714	63,293	81,414
Kuskokwim Campus	153	5,256	36,283	61,349	8	65
Northwest Campus	28,425	38,486	59,979	86,984	212,266	203,357
Rural College	59,364	11,586	570,433	124,852	785,515	1,002,665
UAF CTC	60,803	39,346	249,475	2,664	47,554	343,183
Co-op Extension Services	(0)	118,620	211,605	276,903	228,932	247,890
Organized Research	5,920,490	2,370,877	3,043,878	2,530,896	1,894,077	2,191,153
Fairbanks Campus	10,539,402	1,325,904	5,439,386	4,422,360	5,429,304	4,218,168
Grand Total	16,671,564	4,063,595	9,998,421	7,610,123	8,682,041	8,519,640

This table represents the total UAF UFB managed at the campus (allocation) level from FY08-FY13, regardless of the source. Only unrestricted UFB (F1) is available for utilization by unit management. UFB by VC level is listed below in Table 2.

Recharge Service Centers (F7) are expected to operate with a positive fund balance. The appropriate level of UFB is determined by the size and operating environment of the entity and the overall finances of UAF. Likewise, leasing operations (FL & FE) are expected to maintain a similar level of UFB for adequate reserves to replace equipment and the ability to handle future scheduled lease payments.

UAF "UFB Principles" exist as a set of guidelines for each unit, although in FY13 a more flexible approach to unit balances was utilized in order to allow for units to investment in major projects that may be occurring in future years, as opposed to a "use or lose" approach. Units were asked to speak with the VCAS or AVC Financial Services to create a plan to utilize UFB, where these situations occurred.

A target range between 2-4% based on unit specifics is generally recommended. UAF institutional targets are generally \$6-9M for Fund 1, with each unit feeding into this projection. The FY13 UFB, falls within this range.

Fund 1 UAF Total UFB's for FY08-FY13 are listed in Table 1. FY08 was a transition year and FY09 marks the first full fiscal year under Chancellor Brian Rogers. Since that time, the UFB trends have been more consistent with the implementation of these key guiding principles.

Specifics by VC Level for FY13 UFB (Fund 1) are identified in Table 2.

Table 2. Fund 1 UFB by VC Level Unit - FY13

Cabinet Level Unit - UFB	FY13
UAF Office Information Technology	120,646
Vice Chancellor for Research	1,462,829
Provost	2,168,478
Chancellor	(185,064)
Vice Chancellor for Admin. Services	540,572
VC University & Student Advancement	390,910
UAF Central Managed Projects	2,734,543
VC Rural, Community & Native Educ	1,286,730
Grand Total	8,519,642

Although FY13 had a positive UFB within a healthy operational range; in the Spring of 2012 UAF leadership began to prepare for a shortfall at the start of FY14. Management implemented several actions to preserve an appropriate organizational fund balance, in addition to maintaining support of key academic programs and services. Major contributing factors include salary/benefit costs, utilities and fuel increases compounded with the expectation of reduced revenues from a State and Federal level including those associated with competitive research.

These management actions at the end of FY13 through FY14 will be discussed in greater detail in this section.

B. FY13 internal reinvestment items are as follows, including the FY13 reallocation memos from Chancellor Rogers and Provost Henrichs.

The challenging federal and state fiscal climates make management of UAF's internal resources all the more important. UAF regularly reallocates internal resources to support priority areas.

For FY13, UAF invested in the office of Undergraduate Research and Scholarly Activity, the Honors Program, the Center for Alaska Native Health Research, a UAF branding and marketing campaign, International student recruitment strategies, and research initiatives, among other investments. 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.

Refer to Appendix 4.B.1 - FY13 Strategic Reinvestment Allocations;

Chancellor Rogers Memo October 5, 2012

Refer to Appendix 4.B.2 - FY13 Strategic Reinvestment Summary

Refer to Appendix 4.B.3 - FY13 Provost Unit Reallocations

C. 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 (beginning July 1). Although there were modest State funding increases in FY14, an \$8.5M 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% tuition increase
- 3% compensation increase
- Flat to a 1% increase in enrollment
- Flat to a -5% decrease in Federal funding (proportional change in ICR)
- 15% debt service increase (approximately \$2.5M in FY14) for Life Sciences DM
- \$2.5M utilities increase

Refer to Appendix 4.C.1 - Budget Challenges for FY14 and Beyond;

Provost Henrichs Memo February 12, 2013

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

Refer to Appendix 4.C.3 - FY14 Budget Distribution and Management Guidance;

VCAS Pitney Memo May 14, 2013

Refer to Appendix 4.C.4 - FY14 CRCD Budget Distribution and Management Guidance;

VC RNE Executive Dean Pinney Memo July 9, 2013

Refer to Appendix 4.C.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% of base budgets, based on annual budgetary conditions and strategic needs.

The FY14 vertical reductions totaled approximately \$1.66M. Base funding investments were made in Economic Development areas (OIPC), high performance computing, polar studies arctic analysis initiatives, library electronic subscriptions, development, branding and alumni support, an InfoEd electronic pre and post award software coordinator (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 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.C.6 - FY14 Strategic Reinvestment Allocations;
AVC Kurapati Memo September 24, 2013*

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

FY13 FUNDED INITIATIVES

UAF was funded via the State of Alaska in the following program areas in FY13 (\$ State Funds/\$ Receipt Authority):

- Honors Program: \$100.0
- Advising Students for Performance Success: \$600.0/\$273.0
- Support for Increased Engineering Retention & Graduation: \$400.0/\$400.0
- Vet Med Program: \$200.0/\$200.0
- Early Childhood Program Support: \$144.0
- Indigenous Students PhD & Alaska Native Knowledge Network: \$250.0/\$46.6
- Resilience and Climate Adaptations Program (RAP) in Graduate Studies: \$300.0/\$472.6
- Sikuliaq On-Shore Support (receipt authority only): \$547.2
- FFA and 4-H: \$250.0/\$750.0
- Alaska Air National Guard Scholarship Program: \$80.0

UAF was funded via the State of Alaska in the following capital and facility areas in FY13:

- UAF Engineering Facility: \$46,300.0
- Ocean Acidification Research: \$2,700.0
- Unmanned Aerial Vehicle R&D: \$5,000.0
- Georgeson Botanical Garden: \$100.0
- Kuskokwim Campus R&R \$450.0

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.

FY15 BOR APPROVED REQUESTS

There is clear alignment between UAF accreditation core themes, strategic planning goals and the UA Shaping Alaska's Future, Strategic Direction Initiative (SDI). The UA system SDIs also represent the broad themes UAF and UA have used in budget and planning discussions with the State for FY15 requests. The State of Alaska Office of Management and Budget (OMB) provided budget development guidance asking for a "hold the line" approach on existing statewide priorities, with targeted increases directed only toward "mission-critical" operations that support the Governor's priorities of Resource Development, Education, Public Safety, Transportation/Infrastructure and Military Support.

UAF's budget request for FY15 adheres to this message with a focus on preparing students for college and career success, attracting, retaining and advising students in order to effectively help them achieve degree completion, online and high demand education, research for Alaska including resource development areas such as engineering, mining and fossil fuel development, and effective partnerships with Alaska's industries.

In response to current State conditions and in alignment with UA strategic themes, UAF demonstrates prudent management of resources and practices strategic reduction and reinvestment procedures at every opportunity prior to requests for new funding.

UAF's program request represents less than a 1% increase as a percentage of the FY14 total authorized budget. The capital infrastructure request is more significant with the CoGeneration Heat & Power Plant and Engineering Building on the list, respectively.

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-Priority Program Requests

- Alaska 2+2 Veterinary Medicine Program with Colorado State University: \$200.0/\$243.0
- Essential Faculty Clinical-Community PhD & Undergraduate Psychology Programs: \$200.0
- Workforce Development in High Demand Areas: Nursing & Construction Trades: \$96.0/\$20.0
- Mandatory Comprehensive Student Advising (joint with UAS): \$197.0/\$14.0
- STEM Student Success Capacity: \$140.0/\$53.0
- E-Learning for Online High Demand Job Degree Areas: \$300.0/\$100.0
- Alaska Critical & Strategic Minerals, Fossil Fuels & Energy: \$155.0/\$155.0

Critical Infrastructure and Fixed Costs

- Engineering Building Completion (joint with UAA): \$33,300.0
- Heat & Power Plan Major Upgrade Project: \$195,000.0/\$50,000.0
- UA Deferred Maintenance (UAF anticipates 62% of funded total): \$37,500.0
- UA Compensation: \$2,970.0/\$2,970.0
- Rasmuson Library Electronic Subscriptions: \$250.0
- Smart Classroom Technology Refresh: \$160.0

Research for Alaska's Economic Development

- Improving Earthquake Prediction & Monitoring: \$5,000.0/\$2,500.0
- Arctic Oil Spill Response Research Center: \$1,000.0/\$2,000.0
- Digital Aerial Mapping of AK Resources: \$1,900.0

FY15 PLANNING SCHEDULE

In December 2013, Governor Parnell announced his 2015 budget proposal for the State of Alaska. The Governor proposes some support for fixed cost increases and minimal additional support for new programs, but is a \$14.9M general fund reduction to the University of Alaska system from the FY14 budget level.

This proposed reduction from the baseline budget could translate into an estimated \$7M cut for UAF. This proposed cut, coupled with our need to budget for the remainder of annual fixed cost increases and for programmatic priorities, might leave UAF with a FY15 budget gap in the range of \$12-\$14M including funds set aside for strategic reinvestment. Although the budget outlook may change when the Legislature adopts a final budget in the spring, it is important that UAF begin contingency planning now.

An executive level Budget Options Group (BOG) chaired by Executive Officer, Kari Burrell, and the Planning & Budget Committee (P&BC) chaired by Provost Henrichs, will actively engage with the

Chancellor's Cabinet to make recommendations for reducing expenses and generating new revenues.

Table 3. Estimated FY15 Contingency Budget Planning Targets

Est. Dates	Task
Jan-2014	Budget Options Group (BOG) Convenes
Feb-2014	BOG submits its recommendations to Planning and Budget Committee (P&BC)
Mar-2014	P&BC submits its recommendations to Cabinet
Apr/May 2014	Executive Leadership Workshop
Apr-2014	Cabinet finalizes budgetary actions

*Refer to Appendix 4.C.7 - Planning to Address Likely FY15 Challenges;
Chancellor Rogers December 20, 2013*

D. Cost Savings & Efficiencies Report

Refer to Appendix 4.D.1 - FY13 UAF Cost Savings & Efficiencies Report

This report is done annually and is submitted to UA Statewide Offices each fall (August/September 2013). 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 FY13. 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.

There are several key areas in which UAF can categorize its cost savings and efficiency efforts in FY13:

- Financial and Human Resource Efficiencies
- Utilities, Energy or Resource Conservation
- Outsource, Change in Service Model or Process Improvement
- Tuition Offset, Strategic Vertical Reduction or Reorganization
- Revenue Generating Actions

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 \$250K)

As of November 2013, UAF construction in progress totaled \$371M in total project costs, and of that total, \$255M has been expended or encumbered. Several large projects account for nearly three-quarters of the total.

Murie Building

The Life Sciences Research and Teaching Facility, now known as the Margaret Murie building, is one of those large projects at \$108.7M. This facility provides multi-use teaching and research labs, classrooms and office space for life science research and academic purposes. UAF has taken full occupancy of the facility and the project is substantially completed. Classes for the fall semester 2013 are in session.

UAF Engineering Facility

A second construction project, the UAF Engineering Facility, is on the list at \$108.6M total project cost. Construction began in Spring 2013 and expected completion is Spring 2015. An additional \$33.3M is requested by the BOR to finish the facility in FY15.

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, with Phase 3 design adding \$33.9M to bring the total project cost to \$52.6M. 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 focuses first on those areas that have a high potential for failure, and will also provide additional electrical capacity for future growth. Ultimately, this project will provide the UAF campus community with safe, reliable, and efficient power.

West Ridge Deferred Maintenance

Other significant projects are 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% of UAF's total research revenue. Additionally, the associated academic programs serve in excess of 1,500 undergraduate and graduate students annually.

Atkinson Power Plant Renewal and UAF Combined Heat and Power Plant

Another substantial deferred maintenance project is the Atkinson Power Plant Renewal. This is a short-term solution to rehabilitate the existing aged utility infrastructure until the long-term solution is funded. The long-term solution is constructing a new Cogen plant with new boilers, which is discussed in section B below.

The Atkinson Heat and Power Plant provides electricity, heating, cooling and water for about 3 million square feet of academic, research, office and housing space at the University of Alaska Fairbanks via a central utility infrastructure. At its core is a cogeneration system, also known as Combined Heat and Power (CHP), which generates steam to produce electric power, heating and cooling. The coal-fired CHP operation is a substantially more efficient and economical process than other available alternatives.

In recent years, increased campus energy use has generated peak demands in excess of cogeneration capacity. The combination of infrastructure age and campus growth has raised fundamental questions about the long-term reliable operation of campus utilities. UAF's Utility Development Plan (UDP) provides an assessment of current conditions; quantifying near term renewal needs; and evaluating the technical and financial performance of alternative strategies that address long term capacity, efficiency and growth.

Capital appropriations have been used to fund critical projects necessary to restore the existing system to its baseline level of reliability, redundancy and performance. Failure to address the remaining critical priorities will result in failure of equipment and systems, which in turn will create unanticipated outages and increasing emergency repair costs. Additionally, funding the critical priorities addresses deferred maintenance but not the need for additional capacity or efficiency improvements. In FY12, the State Legislature funded \$3M to allow for preliminary engineering and permitting for a new plant.

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 4.4% of the total MAU square footage, totaling 150 thousand of the campus's 3.4 million square feet. Annual lease payments total over \$2.4M, with \$1.7M expended for leases in the Fairbanks area (approximately 71%).

The largest single lease outside the Fairbanks area is the \$266K paid annually for the Cooperative Extension Service (CES) Kaloa Building in Anchorage. Significant leases within the Fairbanks area include \$335K for the CTC Hutchison Institute of Technology, \$301K for eLearning & Distance Education, the CRCO Bookstore operations, and Math in a Cultural Context, \$205K for the Scenarios Network for Alaska & Arctic Planning (SNAP) and the Office of Intellectual Property & Commercialization, \$176K for the CTC Process Technology & Environmental Safety programs at the Fairbanks Pipeline Training Center, and \$173K for the Division of Design & Construction offices on University Avenue.

Recently UAF was able to terminate its lease with Wells Fargo which caused relocations of Marketing and Communications to the Eielson Building, Alaska Sea Grant to space in the Gruening Building, and UA Press' move to the University-owned building on Westwood Way. Terminating this lease will save UAF \$191K annually.

Although some off campus leases are reduced, UAF anticipates there will be slight increases for remaining off-campus leases if those leases are renewed.

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 and the State of Alaska Virology Lab.

UAF owned space leased to third parties totals \$1.9M in annual lease revenues. Most of these revenues are associated with the Syun-Ichi Akasofu Building, with the JAXA-JAMSTEC lease bringing in \$1.4M and the National Weather Service lease bringing in \$294K annually. The lease arrangement made it possible to fund the construction of the facility in 1998. However, the lease with JAXA-JAMSTEC will terminate 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 \$83K). The annual reduction to FY15 UAF revenues will be as follows:

Table 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>

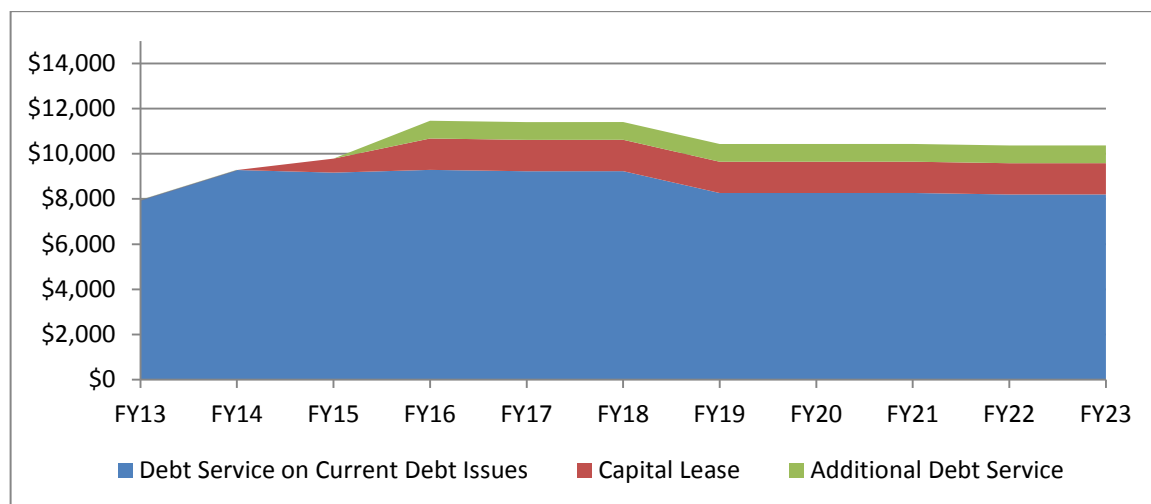
A backfill plan, if any, has yet to be determined and may be a discussion item for UAF leadership.

C. UAF Debt Service

Annual listing of all debt payments (by building/project/vehicles/equipment) and the term of the debt (FY13 to FY23). 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

Table 2. UAF Debt Issues, Leases and Other Debt Service



Current Debt

In FY13 the University issued Series S revenue bonds to refinance several prior issues to Series K, Series L, and Series M debt. Series K and L were primarily issued to fund construction of the West Ridge Research Building, while Series M funded projects at Hutchison Center and for the UAF Power Plant chiller. Average annual savings to UAF falls just shy of \$150K, with total savings through FY31 of \$2.5M. Total annual debt service for UAF increases to \$8.4M in FY14 and is expected to eventually fall to \$7.3M by FY23.

Anticipated Debt

UAF is committed to the completion of the new Engineering Building, with \$10M of a total project cost of \$108.6M financed through a debt issue.

Other projects under consideration will likely carry some debt commitment including the Energy Technology Facility and the replacement of the Combined Heat Power plant. As the financial models for funding these projects are still in the preliminary stages, projections are forthcoming.

Long-Term Leases

A new dining facility, as an addition to the west side of Wood Center, is currently under construction. Slated for completion and opening in Fall 2014, this is UAF's first experience with the public-private partnership (P3) approach to project development and financing. UAF's financial commitment on this facility is limited to a 30 year lease agreement currently priced at \$1.4M annually.

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

D. FY15 Capital Snapshot

In FY15, UAF's major capital priorities are deferred maintenance, the final phase of the Engineering Facility, and the Cogen Heating and Power Plant Boiler Turbine Replacement, also discussed above in Section 5.A, in greater depth.

Combined Heat & Power Plant 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. A long-term solution is required.

With a total project cost estimated at approximately \$245M, UAF is exploring financing options and will continue to research the most reasonable, economical and sustainable method. UAF has requested \$195M in FY15 with a proposal to finance \$50M. This is the highest campus priority. Risk of not upgrading the plant has a \$1B price tag in the event of catastrophic failure.

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.

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.

In FY13, UAF received \$46.3M for the first phase of the Engineering Facility. In FY14, UAF received \$7M to continue construction through the summer build season; however, final funding is needed to complete the project and make the facility available for engineering students. An additional \$33.3M is requested in FY15.

Engineering Building

UAF Engineering Facility is on the list at \$108.6M total project cost. Construction began in Spring 2013 and expected completion is Spring 2015. An additional \$33.3M is requested by the BOR to finish the facility in FY15. The project is discussed in more detail above in Section 5.A.

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. UAF requests planning funds for a parking garage to improve parking access for short-term needs and student use. Additionally, planning funds for a Consortium Learning Center in Kuskokwim to expand the library as part of the 2006 Master Plan will reduce overcrowding and improve public access to library resources.

Land, Property and Facilities Acquisition

With respect to land, property and facilities acquisition, UAF requested funds for the Bunnell House replacement and the Northwest Campus Realignment. The Bunnell House is the home of the Early Childhood Education program, which requires more functional space to meet accreditation requirements. The Northwest Campus realignment will improve use of leased land and campus-owned parcels in order to improve the instructional environment.

UAF will additionally prepare for the Public/Private Partnership (P3) Housing renovation in the FY15 request. As part of the "Student Life: Transforming the UAF Experience" project, UAF proposes new student housing units through the P3 arrangements.

Future Capital Items (FY16+)

- Public/Private Partnership (P3) Campus-wide Housing
- Alaska Center for Energy & Power (Office Infill)
- West Ridge Revitalization
- Troth Yeddha' /Alaska Native Studies Building
- Stevens Papers Repository at Rasmuson Library

Section 6. Administrative Review & Process Improvement

A. Administrative Review and Major Process Improvement Efforts

ADMINISTRATIVE AND SUPPORT (A/S) REVIEW

Refer to Appendix 6.A.1 – Administrative & Support Capacity Update: Spring 2008-Spring 2013

Project 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 and to ensure alignment with core themes and objectives. 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 on an annual basis. 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 organization 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.

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 (FTEs). 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.

2013 A/S Update

Based on the FY15 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 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 2013.

To date, UAF has reduced FTEs in traditional administrative and support areas (administrative generalists/specialists, fiscal managers/technicians, humans resources, procurement, police, fire, environmental health & safety and facilities staff). UAF has made several targeted investments in student services (advising and student service staff), marketing and 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.

UAF's administrative services process improvement initiative began as part of the Administrative and Support Review process that evolved from the 2010 Chancellor's Executive Leadership Workshop. One of the goals of the Administrative Support Review Committee was to identify common processes to streamline that would improve overall administrative effectiveness. Since then a full scale process improvement methodology has been adopted and a growing team of facilitators has worked to lead several institutional movements promoting change. These efforts represent bottom-up change developed by the process owners, supported at the highest levels of the organization.

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

PROCESS IMPROVEMENT EFFORTS

In Spring of FY12, UAF launched two project teams to examine the grant awards setup and employee pre-recruitment processes. Working with UAF staff trained in process improvement facilitation, these teams collected extensive data from customers to identify specific problem areas and to make recommendations for more streamlined processes, including identifying any policy, regulation and technology issues need to be addressed.

Those two teams have made their recommendations to the steering committee, and are now in the processes of implementing changes. Some are large changes, such as an expansion of our investment and training in software for online proposal and award management; others are small changes like publishing (online) each Vice Chancellor's or Provost's requirements for approval for any recruitment effort with clarity.

In FY13 UAF began training a new cadre of process improvement facilitators and launched process improvement efforts for procurement and travel.

The procurement team is working to find ways to reduce the time it takes for a purchase order to be issued once the department identifies a need. They are looking at ways to share best practices and tools developed by different units, improve training resources, improve workflow communication and reduce the complexity of the procurement process overall.

The travel team is reviewing the current process from the time a travel request is made until the trip is complete and expenses are reimbursed to the traveler. They are gathering feedback and data from departments to better understand problem areas, determine the sources of delays, enhance training programs, review online booking and reimbursement technologies, and gather expenditure data to explore volume discounts. This is being done in parallel with the implementation of the online travel expense management programs managed by the UA System Office.

B. UAF staffing changes from FY08 to FY13, including expected changes in FY14. This includes a discussion of organizational impact and emerging shared service models, noting best practices where applicable to major areas.

The UAF Office of Finance and Accounting worked with each UAF department over the past several years to improve and formalize tracking of vacant faculty and staff positions in order to manage position vacancy. Vacancies are reviewed by management at various levels prior to initiating a recruitment to determine if resources should be reallocated. This is known as the Position Management process.

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 levels. This process allows for consistent standards in the budgeting, expenditure, recruitment, and reservation of positions across the system.

AUTHORIZED POSITIONS

UAF currently (FY14) has 2,639 authorized positions. All of these positions are recorded in Banner 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, standardized and accurate management of these positions is crucial.

The goal is to neither understate nor overstate UA's personnel budget needs and how those needs change from year to year. In order to accurately convey this information, every benefited position with a total intended duration of more than twelve months is activated as an authorized position. Since the duration of most benefited positions is more than twelve months, authorized positions constitute the vast majority of benefited positions at UAF.

Overall, UAF authorized positions for FY14 are consistent with prior year position counts. In FY08, the total authorized full-time and part-time position count was 2,608. In FY14, the total authorized position count is 2,639 (an increase of 1.1%). The re-issuance of reserved positions resulted in the movement of 31 positions out of Fairbanks Organized Research, 29 of which ended up at Fairbanks Campus and two of which were added to the Community Campuses. UAF did not receive any new positions as part of FY14 State initiative funding. However, because UAF currently maintains approximately 10% of its authorized positions in reserve (without funding associated) it is able to fluidly respond to changes in permanent and term-funded authorized position needs across all funding sources.

As positions vacate, UAF continues to examine whether to re-fill or re-allocate resources to remain efficient. UAF Human Resources continues to identify and participate in process improvement efforts across Administrative Services. As process improvements are implemented, resources can be shifted to areas of greater need. UAF will update its analysis of administrative and support positions across the campus for FY13 in the Spring of 2014.

VACANCY ANALYSIS

In May 2013, UAF instituted a vacancy pullback to delay employee hires for 90 days to maximize vacancy savings on a one-time basis. This applies to regular or term staff and executive positions and the personnel savings that result from the first 60 days of staff vacancies is collected centrally to meet the debt and utilities shortfall.

From May through November, this active management step results in the following statistics:

- Of the positions eligible for pullback (121 positions inclusive of those that received recruitment exemptions, pullback exemptions, or both):
 - 30% are currently filled (36 positions)
 - Maximum days to fill is 158
 - Minimum days to fill is 0
 - Average days to fill is 65
 - 75% of refilled positions were filled within 90 days of the vacancy
 - 14% of refilled positions were vacant longer than 120 days
- UAF Central generated approximately \$1.9M in savings (average for 5.5 months is \$350K per month)
 - Average per month is not consistent (executive positions such as OGCA Director and Police Chief skew the average)

Essentially, the vacancy pullback appears to operate similarly to previous business practice. To achieve on-going savings, some of the positions vacated during the year must be eliminated and not recruited. Continuing the vacancy pullback action in future years will continue to be explored.

ORGANIZATIONAL CHANGES

- Shared services models are an emerging theme at UAF and were explored in a few locations in FY13.
 - The Institute of Arctic Biology (IAB) entered into a shared services agreement with the Center for Alaska Native Health Research (CANHR) to provide travel and communication support. By using existing staff at IAB, CANHR reallocated nearly \$145K to directly support research activities that will result in additional research opportunities in the future. This has also resulted in more efficient administrative functions within IAB and CANHR.
 - UAF Housing and Dining operations were reorganized to realize efficiencies and cost savings. 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. Additionally, all administrative functions (accounting, HR, travel, etc.) for the two units were combined under a joint business office led by an executive officer. 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. Currently UAF is reviewing other business functions within Administrative Services to determine which like operations can also be moved under the joint business office.
- Announced in FY12 but effective in FY13, UAF consolidated two major units, Student Services and University Advancement, and established University and Student Advancement (USA). This programmatic and administrative change resulted in savings due to consolidation of HR, travel, procurement, and budget management across the previously independent areas. This translates to a more integrated approach to student related programs and

services.

- Based on opportunities for improved performance, including increased revenue from grants, tuition, and student fees, Provost Henrichs decided to merge SNRAS, the Cooperative Extension Service (CES) and the Agricultural & Forestry Experiment Station (AFES). The merger was announced in summer 2013, but will take effect at the start of FY15. Currently faculty and staff are meeting to develop implementation plans for the merger. The new unit will need to absorb the impact of any decreases in state and federal funding and will be staffed strategically to continue to address the missions of SNRAS, AFES, and CES and the needs of students and Alaska's communities.
- Career Services has been downsized and will be merged with Human Resources to carry on essential coordination and outreach with potential employers of UAF graduates.
- Several units made organizational changes to streamline service provision. UAF Human Resources (HR) combined with the Geophysical Institute (GI) HR office to form a more unified HR presence on the UAF campus. This allowed the large office suite complex in the Elvey Building to be repurposed (contributing to UAF's ongoing efforts to reduce off-campus leased space) and improved purchasing arrangements associated with maintaining multiple offices, staff coordination, HR consistency and response.

C. Technology Use to Improve Service and Efficiency

ONLINE SOLUTIONS

Use of technology to improve administrative efficiency and online instruction has benefitted several schools and departments over the course of FY13. The School of Education (SOE) transitioned to use of Google hangouts for meetings to save on audio conferencing costs. CES also increased use of online and distance delivery training and workshops; this saved travel costs and instructor time which allowed CES to reach more communities.

As a result of the grant award set-up process improvement effort, UAF is investigating the expansion of InfoEd, an online proposal and award management software package. This process is expected to accelerate in January 2014. Similarly, as a result of the pre-recruitment process improvement effort, UAF has been working with Statewide to implement improvements to UAKJobs. These improvements are expected to streamline the steps involved in moving a position through the system.

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 MAU 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. Beginning in FY14, UAF is piloting the use of DocuSign to electronically route and sign forms, memos, and other documents; integration between DocuSign and OnBase is part of this exploration.

Space Management and Asset Management with Intelligence (AiM)

The University of Alaska Fairbanks (UAF) Facilities Services formerly used Facility Focus, an older AssetWorks product, for many facilities management functions. As is common with aging software products, the cost of licensing, maintenance and support became increasingly cost prohibitive and more difficult to obtain as other AssetWorks clients moved to the new Asset Management with intelligence (AiM) application.

After a cost-study projected a long-term cost savings, UAF began phasing the upgrade to AiM in May 2012.

AiM is a full 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, Space Management, Inventory Management, Asset Rental and Motorpool, Service Contract Management, Utility Management and Project Management.

Several additional modules are in the process of being implemented 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.

**Revenue by Source for MAU
1.A.1**

Revenue Source	FY08		FY09		FY10		FY11		FY12		FY13		% Change FY08-13
	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	
General Funds	\$141,414.6	37%	\$149,725.3	38%	\$155,215.6	38%	\$160,592.5	34%	\$166,994.5	33%	\$176,505.2	37%	25%
Federal Receipts	\$89,297.2	23%	\$88,551.0	23%	\$91,291.5	22%	\$97,086.6	21%	\$90,486.0	18%	\$88,182.5	19%	-1%
Student Tuition & Fees	\$79,588.2	8%	\$31,888.5	8%	\$34,625.8	8%	\$38,328.5	8%	\$40,672.5	8%	\$41,641.8	9%	41%
Indirect Cost Recovery	\$23,288.4	6%	\$22,646.3	6%	\$24,823.4	6%	\$25,292.3	5%	\$24,204.2	5%	\$23,389.3	5%	0%
U of A Receipts	\$39,013.5	10%	\$42,104.6	11%	\$42,982.6	10%	\$47,852.5	10%	\$45,811.1	9%	\$45,086.9	9%	16%
UA Intra-Agency Transfers	\$28,741.0	8%	\$31,526.7	8%	\$30,818.3	7%	\$32,537.4	7%	\$33,219.6	7%	\$31,398.8	7%	9%
State Inter-Agency Receipts	\$4,267.2	1%	\$4,545.0	1%	\$4,061.4	1%	\$3,994.2	1%	\$3,898.9	1%	\$2,546.6	1%	-40%
Auxiliary Receipts	\$18,515.3	5%	\$17,544.6	4%	\$16,066.5	4%	\$15,691.9	3%	\$15,856.0	3%	\$15,768.9	3%	-15%
CIP Receipts	\$3,798.4	1%	\$3,506.8	1%	\$3,960.1	1%	\$9,313.7	2%	\$10,873.6	2%	\$14,108.3	3%	271%
Federal Stimulus--ARRA2009		0%	\$3.6	0%	\$6,255.1	2%	\$33,544.3	7%	\$68,019.2	14%	\$35,978.9	8%	N/A
Mental Hlth Trust Auth Receipts	\$251.0	0%		0%	\$25.0	0%	\$82.4	0%	\$213.7	0%	\$50.0	0%	-80%
Interest Income	-\$51.2	0%	-\$2,140.3	-1%	\$11.2	0%	-\$18.4	0%	-\$1.6	0%	-\$87.3	0%	70%
RSA - Capital 91 Authority	\$3,008.1	1%	\$3,402.4	1%	\$3,308.7	1%	\$1,342.8	0%	\$593.6	0%	\$232.7	0%	-92%
Grand Total	\$381,131.6	100%	\$393,304.4	100%	\$413,445.4	100%	\$465,640.6	100%	\$500,841.2	100%	\$474,802.6	100%	-5%

General Fund Revenue by Source
1.A.2

Revenue Source	Revenue Title	FY08	FY09	FY10	FY11	FY12	FY13	% Change FY12-13	% Change FY08-13
General Funds	State Appropriation	\$135,801.7	\$144,036.0	\$149,526.3	\$154,935.5	\$161,313.3	\$168,707.6	5%	24%
	State Matching Fund Appr	\$4,739.3	\$4,739.3	\$4,739.3	\$4,739.3	\$4,739.3	\$4,739.3	0%	0%
	State Apr-Tech Voc Educ Prog Other	\$873.6	\$950.0	\$950.0	\$917.7	\$941.9	\$1,206.4	28%	38%
	State Approp-Capital						\$1,851.9	N/A	N/A
General Funds Total		\$141,414.6	\$149,725.3	\$155,215.6	\$160,592.5	\$166,994.5	\$176,505.2	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.

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

FUND TYPE	Revenue Source	FY08	FY09	FY10	FY11	FY12	FY13	% Change FY12-13	% Change FY08-13
		Revenue % of Total	Revenue % of Total	Revenue % of Total	Revenue % of Total	Revenue % of Total	Revenue % of Total		
Unrestricted	General Funds	141,414.6	37.1%	155,215.6	37.5%	160,592.5	34.5%	174,633.3	36.8%
	Federal Receipts	73.0	0.0%	92.0	0.0%	72.0	0.0%	72.0	0.0%
	Student Tuition & Fees	29,588.2	7.8%	34,625.8	8.4%	38,328.5	8.2%	41,441.8	8.8%
	Indirect Cost Recovery	23,288.4	6.1%	22,646.3	5.8%	24,823.4	5.4%	23,389.3	4.9%
	U of A Receipts	11,335.4	3.0%	12,189.8	3.1%	17,109.6	3.7%	12,725.8	2.7%
	State Inter-Agency Receipts	3.9	0.0%	10.3	0.0%	13.3	0.0%	60.3	0.0%
	UA Intra-Agency Transfers	28,726.4	7.5%	31,514.3	8.0%	32,483.1	7.0%	33,189.2	6.6%
	CIP Receipts	3,821.6	1.0%	3,527.7	0.9%	6,470.2	1.4%	7,135.3	1.5%
	Mental Hlth Trust Auth Receipts	251.0	0.1%	25.0	0.0%	82.4	0.0%	50.0	0.0%
	Interest Income	(51.3)	0.0%	(2,140.3)	-0.5%	11.2	0.0%	(87.3)	0.0%
Unrestricted Total		238,451.3	62.6%	249,433.9	63.4%	261,550.8	63.3%	290,778.9	61.2%
Restricted	State Funded Research ***								
	Federal Receipts	89,224.2	23.4%	88,479.0	22.5%	91,199.5	22.1%	88,110.5	18.6%
	Indirect Cost Recovery		0.0%	(0.0)	0.0%	0.0	0.0%		0.0%
	U of A Receipts	25,949.1	6.8%	28,097.5	7.1%	28,374.8	6.9%	31,914.4	6.4%
	State Inter-Agency Receipts	4,263.3	1.1%	4,534.7	1.2%	4,054.4	1.0%	3,898.9	0.8%
	UA Intra-Agency Transfers	14.5	0.0%	12.4	0.0%	12.9	0.0%	30.4	0.0%
	CIP Receipts	(33.2)	0.0%	(20.9)	0.0%	727.2	0.2%	2,843.5	0.8%
	Federal Stimulus-ARRA2009			6,255.1	1.5%	33,544.3	7.2%	68,019.2	13.6%
	Auxiliary Receipts	119,427.9	31.3%	121,066.3	30.8%	130,623.9	31.6%	166,374.0	35.7%
	U of A Receipts	18,515.3	4.9%	17,544.6	4.5%	16,066.5	3.9%	15,856.0	3.4%
Auxiliary Total		0.0	0.0%	40.0	0.0%	7.0	0.0%	12.0	0.0%
Designated	U of A Receipts	18,515.4	4.9%	17,584.6	4.5%	16,073.5	3.9%	15,793.9	3.4%
Designated Total		1,728.9	0.5%	1,777.3	0.5%	1,888.4	0.5%	1,794.6	0.4%
Capital	RSA - Capital 91 Authority	3,008.1	0.8%	3,402.4	0.9%	3,308.7	0.8%	593.6	0.1%
Capital Total		3,008.1	0.8%	3,402.4	0.9%	3,308.7	0.8%	593.6	0.1%
Grand Total		381,131.6	100.0%	393,304.4	100.0%	413,445.4	100.0%	474,802.6	100.0%

*** 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.

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

FUND TYPE	Revenue Source	FY08		FY09		FY10		FY11		FY12		FY13		% Change FY12-13	% Change FY08-13
		Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total		
Unrestricted	Federal Receipts	73.0	0%	72.0	0%	92.0	0%	72.0	0%	72.0	0%	72.0	0%	0%	-1%
	Student Tuition & Fees	29,588.2	12%	31,888.5	13%	34,625.8	13%	38,328.5	13%	40,672.5	12%	41,641.8	14%	2%	41%
	Indirect Cost Recovery	23,288.4	10%	22,646.3	9%	24,823.4	10%	25,292.3	8%	24,204.2	7%	23,389.3	8%	-3%	0%
	U of A Receipts	11,335.4	5%	12,189.8	5%	12,712.4	5%	17,109.6	6%	12,146.8	4%	12,725.8	4%	5%	12%
	State Inter-Agency Receipts	3.9	0%	10.3	0%	7.0	0%	13.3	0%	0%	0%	60.3	0%	N/A	1454%
	UA Intra-Agency Transfers	28,726.4	12%	31,514.3	13%	30,805.4	12%	32,483.1	11%	33,189.2	10%	31,356.2	10%	-6%	9%
	CIP Receipts	3,821.6	2%	3,527.7	1%	3,232.9	1%	6,470.2	2%	7,135.3	2%	6,917.5	2%	-3%	81%
Unrestricted Total	Mental Hlth Trust Auth Receipts	251.0	0%	0%	0%	25.0	0%	82.4	0%	213.7	0%	50.0	0%	-77%	-80%
	Interest Income	(51.3)	0%	(2,140.3)	-1%	11.2	0%	(18.4)	0%	(1.6)	0%	(87.3)	0%	5524%	70%
		97,036.7	40%	99,708.6	41%	106,335.2	41%	119,832.9	39%	117,632.1	35%	116,125.6	39%	-1%	20%
	State Funded Research ***		0%		0%		0%		0%		0%		1%	N/A	N/A
	Federal Receipts	89,224.2	37%	88,479.0	36%	91,199.5	35%	97,014.6	32%	90,414.0	27%	88,110.5	29%	-3%	-1%
	Indirect Cost Recovery		0%	(0.0)	0%		0%	0.0	0%		0%		0%	N/A	N/A
	U of A Receipts	25,949.1	11%	28,097.5	12%	28,374.8	11%	28,936.3	9%	31,914.4	10%	30,488.6	10%	-4%	17%
Restricted	State Inter-Agency Receipts	4,263.3	2%	4,534.7	2%	4,050.4	2%	3,980.9	1%	3,898.9	1%	2,486.3	1%	-36%	-42%
	UA Intra-Agency Transfers	14.5	0%	12.4	0%	12.9	0%	54.3	0%	30.4	0%	42.6	0%	40%	194%
	CIP Receipts	(23.2)	0%	(20.9)	0%	727.2	0%	2,843.5	1%	3,738.3	1%	7,190.8	2%	92%	-31082%
	Federal Stimulus-ARRA2009		0%	3.6	0%	6,255.1	2%	33,544.3	11%	68,019.2	20%	35,978.9	12%	-47%	N/A
		119,427.9	50%	121,106.3	50%	130,623.9	51%	166,374.0	55%	198,015.2	59%	166,149.6	55%	-16%	39%
	Auxiliary Receipts	18,515.3	8%	17,544.6	7%	16,066.5	6%	15,691.9	5%	15,856.0	5%	15,768.9	5%	-1%	-15%
	U of A Receipts		0%	40.0	0%	7.0	0%	12.0	0%	10.0	0%	8.5	0%	-15%	N/A
Auxiliary Total	Interest Income	0.0	0%		0%	0.0	0%		0%		0%		0%	N/A	-100%
		18,515.4	8%	17,584.6	7%	16,073.5	6%	15,703.9	5%	15,866.0	5%	15,777.4	5%	-1%	-15%
	Designated	1,728.9	1%	1,777.3	1%	1,888.4	1%	1,794.6	1%	1,739.9	1%	1,864.1	1%	7%	8%
	Designated Total	1,728.9	1%	1,777.3	1%	1,888.4	1%	1,794.6	1%	1,739.9	1%	1,864.1	1%	7%	8%
	Capital	3,008.1	1%	3,402.4	1%	3,308.7	1%	1,342.8	0%	593.6	0%	232.7	0%	-61%	-97%
	Capital Total	3,008.1	1%	3,402.4	1%	3,308.7	1%	1,342.8	0%	593.6	0%	232.7	0%	-61%	-97%
	Grand Total	239,717.0	100%	243,579.1	100%	258,229.8	100%	305,048.1	100%	333,846.7	100%	300,149.3	100%	-10%	25%

*** 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.

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

UNIT	Revenue Source	FY08 Revenue	FY09 Revenue	FY10 Revenue	FY11 Revenue	FY12 Revenue	FY13 Revenue	% Change FY12-13	% Change FY08-13
Arctic Region Supercomputing Center	General Funds	12,301.1	25.0	298.6	305.4	988.1	1,455.1	47.25%	N/A
	Federal Receipts		7,992.8	9,921.0	7,715.3	642.3	290.5	-54.78%	-97.64%
	Student Tuition & Fees						30.7	N/A	N/A
	Indirect Cost Recovery						292.9	-25.55%	-72.91%
	U of A Receipts	1,081.1	994.7	1,185.3	977.9	393.4	1,319.1	-8.66%	4063.21%
	State Inter-Agency Receipts	31.7	36.9	24.7	359.8	1,444.1		N/A	N/A
	UA Intra-Agency Transfers				3.4	15.0	12.0	-19.76%	-89.34%
Arctic Region Supercomputing Center Total	CIP Receipts	112.9			127.5	1.5	16.6	1011.18%	N/A
	Federal Stimulus--ARRA2009			600.5	1,164.3	1,112.7	528.3	-52.52%	N/A
		13,526.8	9,049.4	12,030.2	10,653.5	4,597.1	3,945.3	-14.18%	-70.83%
College of Engineering & Mines	General Funds	7,464.1	7,965.3	8,966.2	9,960.1	10,658.4	10,907.8	2.34%	46.14%
	Federal Receipts	5,653.7	6,149.9	5,590.3	10,158.9	8,966.2	6,645.7	-25.88%	17.55%
	Student Tuition & Fees	866.4	876.0	1,179.0	1,533.2	1,667.4	1,648.9	-1.11%	90.32%
	Indirect Cost Recovery	1,428.8	1,490.8	1,513.0	2,049.6	1,936.4	1,665.5	-13.99%	16.57%
	U of A Receipts	1,285.3	1,485.5	1,975.9	2,623.9	2,468.4	2,043.1	-17.23%	58.96%
	State Inter-Agency Receipts	411.1	849.3	709.2	431.6	570.9	(45.4)	-107.95%	-111.04%
	UA Intra-Agency Transfers			267.6	258.4	245.0	291.7	19.05%	43.96%
	CIP Receipts	202.6	248.0	301.2	1,335.7	1,769.9	3,571.0	101.77%	N/A
	Federal Stimulus--ARRA2009			104.0	568.4	1,386.1	1,728.5	24.70%	N/A
	RSA - Capital 91 Authority	1,541.4	2,545.9	2,820.7	1,232.1	592.8	232.7	-60.75%	-84.91%
College of Engineering & Mines Total		18,853.3	21,610.7	23,427.0	30,152.0	30,261.4	28,689.3	-5.19%	52.17%
College of Liberal Arts	General Funds	10,019.6	10,284.0	10,838.0	10,807.9	10,724.5	11,166.3	4.12%	11.44%
	Federal Receipts	1,430.7	1,821.4	1,546.9	1,302.7	1,567.8	1,189.6	-24.13%	-16.86%
	Student Tuition & Fees	3,381.1	3,480.0	3,790.7	3,974.5	4,260.4	4,472.2	4.97%	32.27%
	Indirect Cost Recovery	190.4	271.0	266.2	240.1	263.5	126.0	-52.19%	-33.82%
	U of A Receipts	1,015.5	916.0	811.5	837.3	632.9	723.2	14.27%	-28.78%
	State Inter-Agency Receipts	296.9	336.9	247.2	146.8	73.7	100.2	36.03%	-66.24%
	UA Intra-Agency Transfers	15.8	215.0	238.2	275.1	217.5	57.5	-73.55%	263.38%
	Federal Stimulus--ARRA2009			137.4	244.7	174.4	42.2	-75.82%	N/A
	Mental Hlth Trust Auth Receipts	201.0		25.0	82.4	213.7	50.0	-76.60%	-75.12%
		16,551.0	17,324.2	17,901.1	17,911.3	18,128.4	17,927.1	-1.11%	8.31%
College of Nat Sciences&Mathematics	General Funds	7,156.6	7,486.8	8,093.0	7,411.3	7,954.3	7,988.1	0.42%	11.62%
	Federal Receipts	1,554.4	1,139.0	1,289.8	1,438.2	1,321.3	2,404.9	82.02%	54.71%
	Student Tuition & Fees	2,867.6	2,890.4	3,018.3	3,073.3	3,440.9	3,781.5	9.90%	31.87%
	Indirect Cost Recovery	186.0	189.4	238.1	217.9	163.0	152.8	-6.22%	-17.83%
	U of A Receipts	530.4	589.9	804.7	761.6	809.6	809.6	6.38%	52.65%
	State Inter-Agency Receipts	118.8	112.8	119.9	0.9	184.2	263.8	43.25%	122.09%
	UA Intra-Agency Transfers	184.5	174.8	157.2	179.5	146.8	153.3	4.43%	-16.93%
	CIP Receipts						41.6	N/A	N/A
	Federal Stimulus--ARRA2009		0.4	54.6	49.6	35.5	7.1	-80.08%	N/A
	RSA - Capital 91 Authority	135.6	18.7		8.0			N/A	-100.00%
College of Nat Sciences&Mathematics Total		12,733.9	12,602.1	13,775.5	13,140.3	14,007.0	15,602.7	11.39%	22.53%

General Fund and Non-General Fund Revenue by Unit

1.B.1

UNIT	Revenue Source	FY08 Revenue	FY09 Revenue	FY10 Revenue	FY11 Revenue	FY12 Revenue	FY13 Revenue	% Change FY12-13	% Change FY08-13
Geophysical Institute	General Funds	5,061.8	5,243.4	5,079.1	5,013.9	5,056.3	6,100.8	20.66%	20.53%
	Federal Receipts	17,498.2	19,771.6	20,576.6	21,424.9	20,670.1	20,461.4	-1.01%	16.93%
	Indirect Cost Recovery	3,989.7	3,947.2	4,349.0	4,426.5	4,322.7	4,224.2	-2.28%	5.88%
	U of A Receipts	4,757.7	5,749.6	4,971.0	5,567.1	6,143.2	5,459.6	-11.13%	14.75%
	State Inter-Agency Receipts	682.4	948.8	582.9	628.3	363.9	312.1	-14.24%	-54.27%
	UA Intra-Agency Transfers	2,509.7	3,163.4	2,185.3	3,165.4	2,993.6	1,158.1	-61.32%	-53.86%
	CIP Receipts	(23.2)	(20.9)		195.2	229.4	535.1	133.22%	-2405.55%
	Federal Stimulus--ARRA2009			1,262.4	2,220.3	1,669.3	1,078.2	-35.41%	N/A
	Interest Income	0.1			0.6	0.8		-100.00%	-100.00%
	RSA - Capital 91 Authority	89.1	44.4	26.7				N/A	-100.00%
Geophysical Institute Total		34,565.5	38,847.5	39,033.0	42,642.1	41,449.3	39,329.6	-5.11%	13.78%
Institute of Arctic Biology	General Funds	3,588.0	3,617.5	3,543.1	3,898.7	3,390.5	3,727.2	9.93%	3.88%
	Federal Receipts	12,199.9	11,799.6	11,441.4	11,085.7	11,618.4	10,441.6	-10.13%	-14.41%
	Indirect Cost Recovery	2,365.3	2,262.2	2,336.6	2,215.0	2,209.7	1,871.5	-15.31%	-20.88%
	U of A Receipts	1,798.6	2,175.3	2,387.3	2,409.0	2,640.8	2,047.9	-22.45%	13.86%
	State Inter-Agency Receipts	223.2	230.8	353.1	375.8	200.0	315.3	57.66%	41.29%
	UA Intra-Agency Transfers	738.1	723.9	908.7	1,024.3	772.2	460.8	-40.33%	-37.57%
	CIP Receipts			0.9	52.6	0.8	225.3	28373.98%	N/A
	Federal Stimulus--ARRA2009		3.2	334.4	956.5	700.5	371.6	-46.94%	N/A
	RSA - Capital 91 Authority	488.4	360.3	154.9				N/A	-100.00%
		21,401.4	21,172.9	21,460.5	22,017.6	21,532.8	19,461.2	-9.62%	-9.07%
Institute of Arctic Biology Total	General Funds	1,407.0	1,759.0	1,971.8	1,752.5	1,999.8	1,961.2	-1.93%	39.39%
	Federal Receipts	4,615.8	4,354.6	3,599.4	4,624.4	5,375.0	7,415.7	37.97%	60.66%
	Indirect Cost Recovery	1,347.4	1,164.3	1,378.0	1,438.1	1,551.2	1,887.9	21.70%	40.11%
	U of A Receipts	2,308.6	4,257.0	3,503.6	2,699.1	3,247.4	3,423.6	5.42%	48.29%
	State Inter-Agency Receipts				63.8	(22.3)	(1.8)	-91.78%	N/A
	UA Intra-Agency Transfers	0.3	184.6	8.4	22.0	76.8	25.7	-66.52%	10183.20%
	CIP Receipts			282.8	231.3	315.7	343.5	8.81%	N/A
	Federal Stimulus--ARRA2009			244.9	264.1	261.7	152.8	-41.64%	N/A
		9,679.1	11,719.5	10,988.8	11,095.4	12,805.4	15,208.4	18.77%	57.13%
		6,738.1	7,607.5	7,646.1	7,938.0	7,993.2	9,043.4	13.14%	34.21%
School of Fisheries & Ocean Science	General Funds	7,777.7	7,543.6	9,270.4	10,776.8	12,229.4	13,628.2	11.44%	75.22%
	Federal Receipts	471.5	519.7	500.1	638.5	669.9	683.5	2.03%	44.94%
	Student Tuition & Fees	1,726.1	1,678.2	2,059.2	2,257.8	2,035.1	2,205.2	8.36%	27.76%
	Indirect Cost Recovery	6,148.6	6,719.0	7,730.5	7,484.1	6,334.3	5,923.3	-6.49%	-3.67%
	U of A Receipts	637.6	437.0	508.6	511.8	626.3	115.6	-81.55%	-81.87%
	State Inter-Agency Receipts	80.7	40.4	61.5	111.3	83.2	260.4	213.15%	222.85%
	UA Intra-Agency Transfers	518.7	598.6	499.7	922.7	745.2	1,902.9	155.35%	266.84%
	CIP Receipts			1,641.3	27,436.2	62,285.6	31,986.8	-48.64%	N/A
	Federal Stimulus--ARRA2009		433.1	306.5	102.6	0.7		-100.00%	-100.00%
	RSA - Capital 91 Authority	753.6							
School of Fisheries & Ocean Science Total		24,852.7	25,577.1	30,224.0	58,179.8	93,003.0	65,749.3	-29.30%	164.56%

General Fund and Non-General Fund Revenue by Unit

1.B.1

UNIT	Revenue Source	FY08 Revenue	FY09 Revenue	FY10 Revenue	FY11 Revenue	FY12 Revenue	FY13 Revenue	% Change FY12-13	% Change FY08-13
School of Management	General Funds	3,486.3	3,454.6	4,022.0	4,010.4	4,206.7	4,253.0	1.10%	21.99%
	Federal Receipts	1.8		(0.0)	5.0	15.2		-100.00%	-100.00%
	Student Tuition & Fees	923.6	938.8	926.1	1,159.3	1,392.4	1,692.1	21.52%	83.21%
	Indirect Cost Recovery	0.4		2.6	1.8	10.1	9.9	-2.10%	2093.03%
	U of A Receipts	93.3	154.4	148.1	188.2	314.8	392.8	24.79%	321.13%
	State Inter-Agency Receipts		3.9		15.8	(0.2)		-100.00%	N/A
	UA Intra-Agency Transfers	1.0	6.9			18.3	27.1	47.95%	2607.50%
CIP Receipts						126.3	104.2	-17.48%	N/A
School of Management Total		4,506.4	4,558.5	5,098.8	5,380.5	6,083.6	6,479.1	6.50%	43.78%
School of Nat Res & Ag Science	General Funds	5,028.5	5,000.4	4,748.0	4,855.4	4,579.6	4,746.6	3.65%	-5.61%
	Federal Receipts	5,237.8	5,831.6	6,313.9	5,099.8	3,892.8	3,046.4	-21.74%	-41.84%
	Student Tuition & Fees	256.5	271.3	317.3	386.5	355.7	358.0	0.64%	39.54%
	Indirect Cost Recovery	169.3	181.3	276.8	282.7	247.7	145.5	-41.25%	-14.05%
	U of A Receipts	638.6	832.7	457.9	653.1	704.4	505.2	-28.28%	-20.89%
	State Inter-Agency Receipts	31.3	24.1	17.5	32.3	257.4	125.1	-51.40%	299.41%
	UA Intra-Agency Transfers	0.8	11.9	25.1	11.0	183.8	131.8	-28.32%	16016.84%
CIP Receipts					55.4	2.2	426.0	18925.43%	N/A
Federal Stimulus--ARRA2009				25.0	(25.0)	0.2	(0.2)	-200.00%	N/A
School of Nat Res & Ag Science Total		11,362.8	12,153.2	12,181.4	11,351.1	10,223.8	9,484.3	-7.23%	-16.53%
UAF Office Information Technology	General Funds	3,366.7	3,456.2	3,550.3	4,078.7	3,988.8	3,722.0	-6.69%	10.55%
	Federal Receipts	409.7	517.3	501.6	269.4	35.3	0.1	-99.65%	-99.97%
	Student Tuition & Fees	388.8	397.5	219.5	351.6	402.3	338.9	-15.75%	-12.82%
	Indirect Cost Recovery	64.6	27.6	72.2	35.8	36.0	26.7	-25.92%	-58.75%
	U of A Receipts	225.6	(180.2)	53.2	85.2	354.1	253.6	-28.39%	12.41%
	State Inter-Agency Receipts	(0.6)						N/A	-100.00%
	UA Intra-Agency Transfers	1,504.2	1,591.1	1,432.2	1,490.1	1,460.8	1,772.3	21.33%	17.82%
UAF Office Information Technology Total		5,959.0	5,809.5	5,829.1	6,310.8	6,277.3	6,113.7	-2.61%	2.60%
UAF Student Advancement	General Funds	7,409.2	7,742.8	4,662.2	4,849.5	4,776.8	4,723.2	-1.12%	-36.25%
	Federal Receipts	3,655.5	4,013.0	4,321.1	7,987.5	7,780.6	7,953.1	2.22%	117.57%
	Student Tuition & Fees	1,791.5	1,664.9	4,978.1	5,194.8	5,224.1	5,146.7	-1.48%	187.28%
	Indirect Cost Recovery	13.7	12.7	5.9	27.2	21.2	17.3	-18.68%	25.62%
	Auxiliary Receipts	7,717.7	8,067.4	8,164.7	8,305.0	8,449.5	8,424.9	-0.29%	9.16%
	U of A Receipts	691.0	717.5	707.4	676.3	989.0	1,018.4	2.98%	47.40%
	State Inter-Agency Receipts					11.0		-100.00%	N/A
UA Intra-Agency Transfers		93.7	139.3	108.7	149.8	117.8	172.9	46.73%	84.53%
Federal Stimulus--ARRA2009				1,486.7				N/A	N/A
Interest Income		0.0		0.0				N/A	-100.00%
UAF Student Advancement Total		21,372.3	22,357.7	24,435.0	27,190.2	27,370.1	27,456.4	0.32%	28.47%

General Fund and Non-General Fund Revenue by Unit

1.B.1

UNIT	Revenue Source	FY08 Revenue	FY09 Revenue	FY10 Revenue	FY11 Revenue	FY12 Revenue	FY13 Revenue	% Change FY12-13	% Change FY08-13
UAF Provost Office Operations	General Funds	3,550.8	3,816.7	4,205.9	3,708.5	4,399.2	5,465.9	24.25%	53.93%
	Federal Receipts	346.7	371.7	353.4	303.5	281.2	1,030.1	266.32%	197.14%
	Student Tuition & Fees	40.0	40.0	53.7	63.4	94.3	100.3	6.34%	150.65%
	Indirect Cost Recovery	57.6	56.4	36.6	19.5	12.3	34.0	177.14%	-40.98%
	Auxiliary Receipts	365.7	382.8	395.5	392.6	362.6	381.4	5.19%	4.30%
	U of A Receipts	507.6	732.9	344.9	573.9	519.8	458.5	-11.80%	-9.67%
	State Inter-Agency Receipts UA Intra-Agency Transfers		16.3	23.3	4.6	13.4	12.3	N/A	N/A
UAF Provost Office Operations Total		4,868.4	5,416.8	5,413.3	5,079.4	5,687.6	7,482.5	31.56%	53.70%
College of Rural & Community Develop	General Funds	16,960.5	18,682.6	19,453.9	20,273.5	21,165.7	21,864.2	3.30%	28.91%
	Federal Receipts	7,786.0	8,068.3	8,442.7	8,423.2	8,380.2	6,931.0	-17.29%	-10.98%
	Student Tuition & Fees	7,224.4	7,751.1	9,341.0	9,456.2	10,327.0	10,345.3	0.18%	43.20%
	Indirect Cost Recovery	530.4	601.4	452.7	484.5	534.3	485.9	-9.07%	-8.39%
	Auxiliary Receipts	1,347.8	1,557.8	1,709.0	1,502.1	1,322.2	980.4	-25.85%	-27.26%
	U of A Receipts	2,181.9	2,253.1	2,069.1	1,915.8	2,271.0	2,437.0	7.31%	11.69%
	State Inter-Agency Receipts UA Intra-Agency Transfers	1,131.4	763.3	675.3	760.5	674.2	673.9	-0.04%	-40.44%
	Federal Stimulus--ARRA2009	93.4	801.3	875.4	594.4	367.6	662.6	80.24%	609.50%
	UA Intra-Agency Transfers			45.3				N/A	N/A
	Mental Hlth Trust Auth Receipts	50.0						N/A	-100.00%
College of Rural & Community Develop Total		37,305.8	40,478.8	43,064.5	43,410.3	45,042.2	44,380.2	-1.47%	18.96%
FC UAF eLearning & Distance Educ	General Funds	336.1	419.1	400.1	259.5	259.1	80.1	-69.09%	-76.17%
	Federal Receipts	7.1				0.1		-100.00%	-100.00%
	Student Tuition & Fees	2,202.3	2,605.8	2,645.6	3,877.7	3,876.2	4,196.5	8.26%	90.55%
	Indirect Cost Recovery	0.6						N/A	-100.00%
	U of A Receipts	24.6	3.2	0.7	0.7	0.1	6.3	4650.47%	-74.53%
	State Inter-Agency Receipts UA Intra-Agency Transfers	175.7	111.3	115.8	291.9	219.8	79.0	-100.00%	N/A
	UA Intra-Agency Transfers							-64.06%	-55.03%
FC UAF eLearning & Distance Educ Total		2,746.5	3,139.5	3,162.1	4,429.7	4,388.3	4,361.8	-0.60%	58.81%
UAF School of Education	General Funds	2,393.8	2,466.1	2,848.7	2,985.1	3,046.8	3,060.4	0.45%	27.85%
	Federal Receipts	291.0	310.4	242.1	237.5	154.4	425.3	175.43%	46.16%
	Student Tuition & Fees	909.5	910.7	475.9	668.4	730.3	728.7	-0.23%	-19.88%
	Indirect Cost Recovery	1.5	1.2		0.7	1.4	37.4	2483.41%	2443.03%
	U of A Receipts	302.9	204.4	436.4	336.1	358.5	206.2	-42.48%	-31.92%
UAF School of Education Total		3,898.6	3,892.7	4,003.2	4,227.8	4,291.4	4,458.0	3.88%	14.35%
UA Museum of the North	General Funds	1,571.8	1,752.4	1,668.9	1,851.2	1,682.8	1,674.3	-0.51%	6.52%
	Federal Receipts	819.8	520.1	621.5	630.7	666.6	611.4	-8.27%	-25.42%
	Student Tuition & Fees						16.2	N/A	N/A
	Indirect Cost Recovery	119.2	55.6	81.0	99.5	101.7	98.5	-3.08%	-17.34%
	U of A Receipts	2,432.0	2,009.7	1,699.8	1,856.7	1,669.0	1,810.8	8.50%	-25.54%
	State Inter-Agency Receipts UA Intra-Agency Transfers	45.9	34.2	63.1	103.4	114.8	99.3	-13.52%	116.25%
	UA Intra-Agency Transfers	13.7	17.5	14.9	21.3	9.1	5.1	-44.02%	-62.93%
UA Museum of the North Total		4,947.5	4,389.5	4,149.3	4,562.9	4,243.9	4,315.6	1.69%	-12.77%

General Fund and Non-General Fund Revenue by Unit

1.B.1

UNIT	FY08	FY09	FY10	FY11	FY12	FY13	% Change FY12-13	% Change FY08-13
UAF Central Managed	General Funds	11,474.9	11,264.4	13,318.4	16,935.3	20,976.4	19.81%	119.02%
	Student Tuition & Fees	5,838.7	6,151.3	3,963.4	3,663.5	4,006.8	-3.56%	-33.82%
	Indirect Cost Recovery	1,816.7	1,662.5	2,053.5	3,316.4	3,346.0	-6.59%	72.03%
	Auxiliary Receipts	(689.8)	(835.5)	(1,155.2)	(1,128.4)	(1,179.6)	2.71%	71.00%
	U of A Receipts	1,314.5	1,328.3	1,404.5	5,383.6	1,372.7	-1.27%	3.10%
	UA Intra-Agency Transfers			0.2		328.5	-99.93%	N/A
	CIP Receipts	2,090.8	1,833.0	1,848.5	5,176.1	5,266.6	4.75%	151.90%
UAF Central Managed Total	Interest Income	0.1	(2,140.4)	10.9	(19.4)	(2.5)	3427.41%	-163006.08%
		21,845.9	19,263.5	21,444.3	33,327.1	33,907.1	10.53%	71.55%
	General Funds	6,189.0	6,433.6	6,491.9	6,477.6	6,463.2	-0.08%	4.35%
	Federal Receipts	167.3	104.4	84.2	82.8	34.5	24.11%	-74.45%
	Student Tuition & Fees			29.4	117.5	43.5	169.19%	N/A
	Indirect Cost Recovery	1,244.3	1,199.9	1,310.2	1,308.3	1,223.8	-4.28%	-5.85%
	U of A Receipts	508.6	434.6	546.6	804.2	757.7	29.43%	92.82%
UAF Rasmuson Library Total	State Inter-Agency Receipts	27.5	80.0	63.2	47.0	56.1	-67.11%	-32.98%
	UA Intra-Agency Transfers	193.8	220.3	216.1	267.7	153.4	-34.33%	-48.03%
	Federal Stimulus--ARRA2009			9.6	2.7	43.1	1517.01%	N/A
		8,330.6	8,472.8	8,741.5	9,114.7	8,734.8	2.26%	7.22%
	General Funds	74.2	97.2	88.3	105.3	107.6	-4.13%	39.10%
	Federal Receipts	0.1	(0.1)			0.1	208.50%	125.22%
	Student Tuition & Fees	1,681.8	1,805.0	1,683.2	1,785.0	1,775.3	-1.09%	5.56%
UAF Summer Sessions	U of A Receipts	155.6	130.4	199.0	111.9	337.6	-19.04%	75.62%
	State Inter-Agency Receipts			92.6	166.6		N/A	N/A
	UA Intra-Agency Transfers	5.0	10.0	35.6	30.0	4.0	38.00%	10.40%
		1,916.7	2,042.5	2,098.6	2,198.8	2,244.1	-3.86%	12.56%
	General Funds	653.3	765.7	1,085.4	824.3	969.8	-2.28%	45.07%
	Federal Receipts	1,476.9	2,972.9	2,609.5	2,368.5	4,075.1	-28.52%	97.23%
	Indirect Cost Recovery	531.7	664.3	734.4	528.5	555.5	23.90%	29.45%
UAF Summer Sessions Total	U of A Receipts	453.6	106.9	10.6	(0.1)	(0.0)	-100.00%	-100.00%
	Federal Stimulus--ARRA2009			318.6	655.6	390.6	-89.64%	N/A
		3,115.4	4,509.8	4,758.5	4,376.8	5,991.0	-23.40%	47.31%
	General Funds	5,052.6	5,797.8	6,766.4	7,118.0	7,303.3	3.97%	50.29%
	Federal Receipts	1.1	183.7	0.6		1.4	N/A	20.09%
	Student Tuition & Fees	20.6	909.6	1,026.0	1,057.6	1,089.4	-6.42%	4850.71%
	U of A Receipts	4,487.9	4,419.8	4,388.0	3,390.3	3,763.7	-12.33%	-25.67%
VCR Dev Programs & Project Services Total	State Inter-Agency Receipts	329.2	344.7	329.0	349.3	365.8	-33.11%	-25.67%
	UA Intra-Agency Transfers	48.4	258.5	288.0	265.5	222.1	-2.71%	346.41%
		9,939.8	11,914.1	12,798.0	12,180.7	12,744.4	2.08%	30.88%
	General Funds							
	Federal Receipts							
	Student Tuition & Fees							
	U of A Receipts							
UAF University Advancement	State Inter-Agency Receipts							
	UA Intra-Agency Transfers							
	General Funds							
	Federal Receipts							
	Student Tuition & Fees							
	U of A Receipts							
UAF University Advancement Total	State Inter-Agency Receipts							
	UA Intra-Agency Transfers							
	General Funds							
	Federal Receipts							
	Student Tuition & Fees							
	U of A Receipts							

General Fund and Non-General Fund Revenue by Unit

1.B.1

UNIT	Revenue Source	FY08 Revenue	FY09 Revenue	FY10 Revenue	FY11 Revenue	FY12 Revenue	FY13 Revenue	% Change FY12-13	% Change FY08-13
VCUSA Admin & Central Support	General Funds	1,202.9	912.6	791.3	472.4	780.0	765.0	-1.93%	-36.40%
	Federal Receipts	915.1	751.3	637.3	772.1	414.5	0.4	-99.90%	-99.96%
	Student Tuition & Fees	21.3	37.8	121.7	260.0	250.5	284.5	13.56%	1235.64%
	Auxiliary Receipts	0.0						N/A	-100.00%
	U of A Receipts	41.6	49.7	41.3	100.7	272.5	300.7	10.33%	623.05%
	State Inter-Agency Receipts			6.9	(6.9)			N/A	N/A
VCUSA Admin & Central Support Total	UA Intra-Agency Transfers	0.5						N/A	-100.00%
UAF Chancellor	General Funds	2,181.4	1,751.4	1,598.5	1,598.3	1,717.6	1,350.6	-21.37%	-38.09%
	Student Tuition & Fees	1,278.9	1,250.6	1,577.2	1,425.6	1,438.6	1,499.2	4.21%	17.23%
	U of A Receipts	7.0	7.0					N/A	-100.00%
	UA Intra-Agency Transfers	28.1	35.3	130.9	157.2	98.2	188.7	92.06%	571.05%
UAF Chancellor Total		1,314.0	1,293.1	1,708.1	1,588.0	1,536.9	1,687.9	9.83%	28.46%
UAF Financial Services	General Funds	1,149.6	841.6	801.8	1,532.3	1,598.1	1,725.3	7.96%	50.08%
	Student Tuition & Fees	484.6	420.5	356.8	909.0	827.8	883.5	6.72%	82.32%
	Indirect Cost Recovery	988.1	988.1	988.1	326.0	325.9	325.9	0.00%	-67.02%
	Auxiliary Receipts	7,368.2	6,040.0	4,533.7	4,077.0	4,267.5	4,384.1	2.73%	-40.50%
	U of A Receipts	129.9	152.4	157.9	179.4	155.4	170.2	9.50%	31.00%
	UA Intra-Agency Transfers	1,430.7	1,587.6	1,395.4	1,347.8	1,342.2	1,124.5	-16.22%	-21.41%
UAF Financial Services Total		11,551.1	10,030.3	8,233.8	8,371.5	8,516.9	8,613.4	1.13%	-25.43%
UAF Grants & Contracts Admin	General Funds	260.8	389.0	331.0	388.4	399.0	355.6	-10.88%	36.33%
	Federal Receipts	1.0						N/A	-100.00%
	Indirect Cost Recovery	676.5	676.5	676.5	712.3	712.3	712.3	0.00%	5.30%
	UA Intra-Agency Transfers		20.0	20.0	52.4	27.5	20.0	-27.21%	N/A
UAF Grants & Contracts Admin Total	Interest Income	3.3	0.0	0.1	0.3	0.0	0.0	-30.50%	-99.60%
UAF Grants & Contracts Admin Services	General Funds	941.6	1,085.5	1,027.6	1,153.4	1,138.8	1,087.9	-4.47%	15.54%
	Federal Receipts	15,811.2	17,068.4	16,928.4	16,968.4	14,877.1	15,346.7	3.16%	-2.94%
	Student Tuition & Fees	550.6	232.7	72.0	48.3	90.2	72.0	-20.14%	-86.92%
	Indirect Cost Recovery	200.0	200.0					N/A	-100.00%
	Auxiliary Receipts	3,257.7	3,156.3	3,482.8	3,367.8	3,142.7	2,975.7	-5.31%	-8.66%
	U of A Receipts	2,405.7	2,332.0	2,418.7	2,543.6	2,602.7	2,777.8	6.73%	15.47%
UAF Grants & Contracts Admin Services Total	UA Intra-Agency Transfers	3,869.6	3,431.1	3,787.8	5,051.7	3,643.8	4,332.7	18.91%	11.97%
	CIP Receipts	21,197.4	21,784.2	22,228.0	22,573.4	23,814.8	24,268.0	1.90%	14.49%
	Interest Income	1,212.1	1,096.1	1,019.5	1,338.3	2,635.0	1,639.9	-37.76%	35.30%
		0.2	0.1	0.2	0.1	0.1	0.1	-56.34%	-66.39%
UAF Grants & Contracts Admin Services Total		48,504.5	49,301.1	49,937.4	51,891.6	50,806.5	51,412.9	1.19%	6.00%
UAF Procurement & Central Receiving	General Funds	1,342.1	1,394.5	1,374.1	1,222.0	1,238.3	1,238.3	0.00%	-7.73%
	Student Tuition & Fees				158.6	158.6	158.6	0.00%	N/A
	Indirect Cost Recovery	148.2	148.2	148.2	148.2	148.2	148.2	0.00%	0.03%
	U of A Receipts	149.0	176.6	218.7	184.7	206.3	206.1	-0.12%	38.34%
UAF Procurement & Central Receiving Total	UA Intra-Agency Transfers	0.1					4.0	N/A	7340.48%
UAF Procurement & Central Receiving Total		1,639.3	1,719.2	1,741.0	1,713.5	1,751.4	1,755.2	0.21%	7.07%

General Fund and Non-General Fund Revenue by Unit

1.B.1

UNIT	Revenue Source	FY08 Revenue	FY09 Revenue	FY10 Revenue	FY11 Revenue	FY12 Revenue	FY13 Revenue	% Change FY12-13	% Change FY08-13
UAF Safety Services & EHSRM	General Funds	3,144.1	3,223.3	3,369.3	3,395.9	3,426.1	3,877.8	13.18%	23.34%
	Federal Receipts	5.7	370.0	43.1	54.5	65.4	22.0	-66.34%	289.23%
	Indirect Cost Recovery	301.8	301.8	268.6	269.6	269.6	301.9	11.98%	0.02%
	U of A Receipts	1,944.0	1,967.6	2,347.4	2,112.1	2,310.1	2,352.2	1.82%	20.99%
	State Inter-Agency Receipts	1.3	3.4	5.0	10.0	3.1	1.9	-39.61%	43.43%
	UA Intra-Agency Transfers	125.4	141.8	129.7	109.3	115.8	106.8	-7.81%	-14.88%
	CIP Receipts			7.5	6.3	(0.0)		-100.00%	N/A
UAF Safety Services & EHSRM Total		5,522.3	6,008.0	6,170.6	5,957.6	6,190.1	6,662.5	7.63%	20.65%
UAF VCAS Operations	General Funds	1,184.3	1,829.2	1,821.8	1,166.3	1,462.0	519.2	-64.49%	-56.16%
	Indirect Cost Recovery			33.3	37.3	32.3		-100.00%	N/A
	U of A Receipts			1.5	62.0	94.7	208.4	120.07%	N/A
	UA Intra-Agency Transfers			34.4	107.2	116.8	104.0	-11.02%	N/A
UAF VCAS Operations Total		1,184.3	1,829.2	1,891.0	1,372.9	1,705.8	831.5	-51.25%	-29.78%
UAF Human Resources	General Funds	1,319.5	1,437.0	1,566.8	1,680.9	1,713.3	1,689.1	-1.41%	28.01%
	Indirect Cost Recovery	25.0	25.0	25.0				N/A	-100.00%
	U of A Receipts	0.2	0.4				1.3	N/A	646.89%
UAF Human Resources Total		1,344.7	1,462.4	1,591.8	1,680.9	1,713.3	1,690.4	-1.33%	25.71%
UAF Central Unused Orgs	General Funds	511.4	662.7	211.1	220.8			N/A	-100.00%
	Student Tuition & Fees	11.0	11.0					N/A	-100.00%
	U of A Receipts		1.0					N/A	N/A
	UA Intra-Agency Transfers		(0.0)					N/A	N/A
UAF Central Unused Orgs Total		522.4	674.7	211.1	220.8			N/A	-100.00%
Vice Chancellor for Research	General Funds	1,547.4	1,800.0	2,480.2	2,191.3	2,732.1	2,594.6	-5.03%	67.67%
	Federal Receipts	2,199.5	1,438.9	1,354.7	10.5	18.9	64.5	241.22%	-97.07%
	Indirect Cost Recovery	791.1	708.0	693.3	359.7	430.3	513.0	19.24%	-35.15%
	U of A Receipts	475.0	377.8	621.4	212.0	636.7	712.9	11.97%	50.07%
	State Inter-Agency Receipts		8.3					N/A	N/A
	UA Intra-Agency Transfers	5.6	37.7	44.1	30.4	130.7	148.3	13.43%	2541.98%
Vice Chancellor for Research Total		5,018.6	4,370.6	5,193.7	2,804.0	3,948.6	4,033.2	2.14%	-19.63%
UAF Cooperative Extension	General Funds	3,679.8	3,778.5	4,216.3	4,508.1	4,638.9	4,720.3	1.76%	28.28%
	Federal Receipts	2,393.0	2,292.3	2,457.9	2,266.3	2,190.5	2,591.5	18.31%	8.30%
	Student Tuition & Fees					60.0		-100.00%	N/A
	Indirect Cost Recovery	235.2	181.7	156.5	143.5	178.0	146.0	-17.99%	-37.94%
	U of A Receipts	482.2	835.9	1,000.3	1,075.1	1,308.9	1,231.8	-5.89%	155.47%
	State Inter-Agency Receipts	331.2	367.5	287.7	349.3	387.1	323.4	-16.44%	-2.33%
	UA Intra-Agency Transfers	6.9	20.9	4.4	13.0	18.2	18.3	0.50%	165.07%
	CIP Receipts					20.0	35.5	78.08%	N/A
UAF Cooperative Extension Total		7,128.3	7,476.7	8,123.2	8,355.3	8,801.4	9,066.8	3.02%	27.20%
Grand Total		381,131.6	393,304.4	413,445.4	465,640.6	500,841.2	474,802.6	-5.20%	24.58%

Note: In FY13, UAF Financial Services restructured all unit orgs to properly fall in Level 4 of the organizational hierarchy.

Revenue by Allocation (Campus)

1.C.1

Allocation	2008 Revenue	2009 Revenue	2010 Revenue	2011 Revenue	2012 Revenue	2013 Revenue	% Change FY12-13	% Change FY08-13
Bristol Bay Campus	\$3,034.8	\$3,523.0	\$3,895.6	\$3,784.8	\$4,378.1	\$4,632.8	6%	53%
Chukchi Campus	\$1,734.7	\$2,259.6	\$2,136.3	\$1,902.3	\$2,622.0	\$2,580.2	-2%	49%
Co-op Extension Svcs	\$7,128.3	\$7,476.7	\$8,215.3	\$8,491.4	\$8,919.3	\$9,408.8	5%	32%
Fairbanks Campus	\$207,294.9	\$211,605.3	\$221,566.9	\$262,335.0	\$299,959.8	\$281,949.0	-6%	36%
Interior Campus	\$4,208.0	\$4,921.4	\$5,504.8	\$6,103.2	\$5,898.7	\$5,831.4	-1%	39%
Kuskokwim Campus	\$5,493.6	\$6,338.6	\$6,062.0	\$6,487.4	\$5,791.1	\$5,840.9	1%	6%
Northwest Campus	\$3,286.2	\$2,909.9	\$2,921.2	\$3,012.3	\$3,005.7	\$2,851.9	-5%	-13%
Rural College	\$10,984.2	\$11,614.7	\$13,280.9	\$13,506.3	\$14,319.8	\$8,703.9	-39%	-21%
UAF Comm Tech College	\$10,690.7	\$11,115.8	\$11,659.8	\$12,119.0	\$12,477.0	\$13,413.6	8%	25%
UAF Organized Research	\$127,276.2	\$131,539.5	\$138,202.6	\$147,899.1	\$143,469.7	\$139,590.2	-3%	10%
Grand Total	\$381,131.6	\$393,304.4	\$413,445.4	\$465,640.6	\$500,841.2	\$474,802.6	-5%	25%

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

Allocation	FUND TYPE	Revenue Source	FY08	FY09	FY10	FY11	FY12	FY13	% Change					
			Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	FY12-13	FY08-13		
Bristol Bay Campus	Unrestricted	General Funds	1,100.1	0.3%	1,302.5	0.3%	1,432.3	0.3%	1,589.9	0.3%	7%	45%		
		Student Tuition & Fees	236.7	0.1%	296.0	0.1%	353.5	0.1%	423.0	0.1%	0%	79%		
		Indirect Cost Recovery	122.6	0.0%	129.5	0.0%	95.6	0.0%	122.5	0.0%	0%	0%		
		U of A Receipts	73.7	0.0%	110.7	0.0%	31.9	0.0%	127.6	0.0%	0%	-58%		
		UA Intra-Agency Transfers		0.0%	5.0	0.0%	37.9	0.0%	34.6	0.0%	0%	N/A		
	Unrestricted Total	1,533.2	0.4%	1,843.7	0.5%	1,852.7	0.4%	1,919.9	0.4%	2,223.1	0.5%	4%	45%	
	Restricted	Federal Receipts	1,240.8	0.3%	1,402.9	0.4%	1,836.6	0.4%	1,631.0	0.4%	2,215.1	0.5%	16%	79%
		U of A Receipts	44.9	0.0%	94.4	0.0%	59.7	0.0%	85.9	0.0%	210.0	0.0%	-61%	82%
	Restricted Total	208.5	0.1%	173.4	0.0%	136.2	0.0%	148.0	0.0%	113.1	0.0%	0%	-46%	
	Chukchi Campus	Unrestricted	General Funds	1,494.2	0.4%	1,670.7	0.4%	2,032.5	0.5%	1,864.8	0.4%	2,321.4	0.5%	8%
Student Tuition & Fees			74.0	0.0%	86.0	0.0%	104.0	0.0%	104.0	0.0%	2,409.7	0.5%	0%	N/A
Indirect Cost Recovery			74.0	0.0%	86.0	0.0%	104.0	0.0%	104.0	0.0%	2,409.7	0.5%	0%	N/A
U of A Receipts			74.0	0.0%	86.0	0.0%	104.0	0.0%	104.0	0.0%	2,409.7	0.5%	0%	N/A
UA Intra-Agency Transfers			74.0	0.0%	86.0	0.0%	104.0	0.0%	104.0	0.0%	2,409.7	0.5%	0%	N/A
Unrestricted Total		3,094.8	0.8%	3,523.0	0.9%	3,895.6	0.9%	3,784.8	0.8%	4,632.8	1.0%	6%	27%	
Restricted		General Funds	856.8	0.2%	882.8	0.2%	1,004.9	0.2%	1,050.1	0.2%	1,092.1	0.2%	2%	27%
		Student Tuition & Fees	140.0	0.0%	128.4	0.0%	149.9	0.0%	136.9	0.0%	177.4	0.0%	-5%	27%
Restricted Total		14.8	0.0%	33.5	0.0%	9.8	0.0%	6.9	0.0%	9.0	0.0%	-36%	-39%	
Chukchi Campus Total		Unrestricted	General Funds	1,011.7	0.3%	1,049.7	0.3%	1,169.5	0.3%	1,195.0	0.3%	1,279.3	0.3%	3%
	Student Tuition & Fees		719.6	0.2%	1,176.8	0.3%	881.8	0.2%	583.9	0.1%	1,167.5	0.2%	-6%	62%
	Indirect Cost Recovery		0.2	0.0%	0.8	0.0%	73.1	0.0%	118.1	0.0%	133.3	0.0%	20%	71607%
	U of A Receipts		719.8	0.2%	1,207.5	0.3%	954.9	0.2%	702.0	0.2%	1,300.8	0.3%	-4%	81%
	UA Intra-Agency Transfers		3.2	0.0%	2.3	0.0%	11.8	0.0%	5.3	0.0%	0.1	0.0%	-78%	-98%
	Unrestricted Total	3,734.7	0.5%	2,259.6	0.6%	2,136.3	0.5%	1,902.3	0.4%	2,580.2	0.5%	-2%	49%	
	Restricted	General Funds	1,620.0	0.4%	1,826.2	0.5%	1,977.8	0.5%	1,926.4	0.4%	2,229.8	0.5%	20%	38%
		Student Tuition & Fees	263.8	0.1%	360.6	0.1%	513.9	0.1%	464.0	0.1%	544.1	0.1%	4%	106%
	Restricted Total	152.1	0.0%	184.4	0.0%	168.8	0.0%	161.9	0.0%	135.2	0.0%	-7%	-11%	
	Interior Campus Total	Unrestricted	General Funds	103.5	0.0%	56.9	0.0%	106.8	0.0%	87.8	0.0%	346.8	0.1%	11%
Student Tuition & Fees			9.9	0.0%	27.6	0.1%	186.8	0.0%	109.1	0.0%	113.1	0.0%	-1%	1038%
Indirect Cost Recovery			2,149.2	0.6%	2,705.8	0.7%	3,034.0	0.7%	2,749.1	0.6%	3,863.7	0.7%	13%	57%
U of A Receipts			1,766.0	0.5%	1,939.5	0.5%	2,207.8	0.5%	2,688.7	0.6%	3,173.7	0.4%	30%	-2%
UA Intra-Agency Transfers			160.8	0.0%	142.3	0.0%	137.4	0.0%	512.8	0.1%	597.5	0.1%	80%	272%
Unrestricted Total		127.3	0.0%	125.1	0.0%	121.4	0.0%	152.6	0.0%	146.5	0.0%	9%	15%	
Restricted		General Funds	2,054.1	0.5%	2,207.8	0.6%	2,466.7	0.6%	3,354.0	0.7%	2,916.3	0.6%	-15%	20%
		Student Tuition & Fees	4.7	0.0%	8.6	0.0%	4.1	0.0%	0.0%	0.0%	2,467.7	0.5%	0%	-100%
Restricted Total		4.7	0.0%	8.6	0.0%	4.1	0.0%	0.0%	0.0%	2,467.7	0.5%	0%	-100%	
Kuskokwim Campus		Unrestricted	General Funds	4,208.0	1.1%	4,921.4	1.3%	5,504.8	1.3%	6,103.2	1.3%	5,896.7	1.2%	-1%
	Student Tuition & Fees		2,846.6	0.7%	3,111.3	0.8%	2,895.5	0.7%	3,273.4	0.7%	3,325.1	0.7%	4%	22%
	Indirect Cost Recovery		350.5	0.1%	447.1	0.1%	433.5	0.1%	519.4	0.1%	552.5	0.1%	2%	61%
	U of A Receipts		116.1	0.0%	139.7	0.0%	83.8	0.0%	91.3	0.0%	75.9	0.0%	-25%	-51%
	UA Intra-Agency Transfers		166.3	0.0%	133.0	0.0%	172.0	0.0%	79.2	0.0%	159.6	0.0%	-43%	-46%
	Unrestricted Total	6.9	0.0%	18.8	0.0%	13.0	0.0%	17.1	0.0%	18.1	0.0%	0%	528%	
	Restricted	General Funds	3,486.3	0.9%	3,849.8	1.0%	3,597.9	0.9%	3,980.3	0.9%	4,131.2	0.8%	2%	21%
		Student Tuition & Fees	1,411.4	0.4%	1,636.2	0.4%	1,591.0	0.4%	1,621.7	0.3%	1,963.9	0.2%	-18%	-44%
	Restricted Total	77.7	0.0%	153.5	0.0%	144.0	0.0%	159.8	0.0%	157.9	0.0%	83%	272%	
	Kuskokwim Campus Total	Unrestricted	General Funds	1,960.0	0.1%	2,349.0	0.1%	2,649.9	0.1%	3,154.4	0.1%	2,456.6	0.0%	-2%
Student Tuition & Fees			1,685.1	0.4%	2,024.5	0.5%	1,999.9	0.5%	2,096.9	0.5%	1,367.4	0.3%	-3%	-22%
Indirect Cost Recovery			322.2	0.1%	464.3	0.1%	464.2	0.1%	410.1	0.1%	297.1	0.1%	3%	2%
U of A Receipts			322.2	0.1%	464.3	0.1%	464.2	0.1%	410.1	0.1%	297.1	0.1%	3%	2%
UA Intra-Agency Transfers			5,493.6	1.4%	6,336.6	1.6%	6,062.0	1.5%	6,487.4	1.4%	5,791.1	1.2%	-1%	6%
Unrestricted Total		5,493.6	1.4%	6,336.6	1.6%	6,062.0	1.5%	6,487.4	1.4%	5,791.1	1.2%	-1%	6%	

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

Allocation	FUND TYPE	Revenue Source	FY08	FY09	FY10	FY11	FY12	FY13	% Change FY12-13	% Change FY08-13
Northwest Campus	Unrestricted	General Funds	1,586.3	1,696.8	1,818.8	2,037.8	1,816.1	1,856.5	0.4%	2%
		Student Tuition & Fees	202.6	203.0	204.5	240.4	230.9	215.8	0.0%	-7%
		Indirect Cost Recovery	23.5	11.0	20.6	21.4	27.7	25.1	0.0%	7%
		U of A Receipts	1.7	0.0%	0.2	0.8	0.1	6.7	0.0%	13346%
	Unrestricted Total	UA Intra-Agency Transfers	0.2	0.0%	0.0%	0.0%	10.0	6.6	0.0%	290%
			1,814.3	2,009.8	2,044.0	2,300.5	2,084.7	2,110.7	0.4%	-34%
										4132%
	Restricted	Federal Receipts	1,464.0	823.8	860.6	687.5	904.4	713.8	0.2%	-51%
		U of A Receipts	0.0%	0.0%	0.0%	0.0%	0.0%	15.1	0.0%	N/A
		UA Intra-Agency Transfers	0.0%	0.1	0.0%	0.0%	0.0%	0.0%	0.0%	N/A
			1,464.0	823.7	860.6	687.5	904.4	728.8	0.2%	-50%
Northwest Campus Total	Restricted Total	Auxiliary	7.9	0.0%	16.5	24.3	16.5	12.4	0.0%	-25%
		Auxiliary Receipts	7.9	0.0%	16.5	24.3	16.5	12.4	0.0%	-25%
			3,286.2	2,909.9	2,921.2	3,012.3	3,005.7	2,851.9	0.6%	-5%
										-13%
	Unrestricted	General Funds	4,339.0	4,894.3	5,593.0	5,399.0	6,505.9	6,133.9	1.3%	-6%
		Student Tuition & Fees	2,936.9	3,364.6	4,315.4	4,718.1	4,937.2	926.3	1.0%	-81%
		Indirect Cost Recovery	102.0	103.2	74.2	140.6	157.0	137.2	0.0%	-13%
		U of A Receipts	121.1	140.8	104.9	12.9	100.4	27.6	0.0%	-72%
	Unrestricted Total	UA Intra-Agency Transfers	245.9	286.0	378.0	628.6	286.1	60.2	0.1%	-79%
		Mental Hlth Trust Auth Receipts	50.0	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A
			7,794.9	8,789.0	10,465.5	10,899.2	11,986.5	7,285.2	2.4%	-39%
										-7%
Rural College	Restricted	Federal Receipts	651.8	844.3	951.3	1,210.5	912.8	200.3	0.2%	-78%
		U of A Receipts	1,102.9	875.1	595.7	339.0	287.0	398.2	0.1%	-64%
		State Inter-Agency Receipts	449.8	76.3	0.0%	38.2	154.2	174.7	0.0%	-61%
		Federal Stimulus-ARRA2009	0.0%	0.0%	45.3	0.0%	0.0%	0.0%	0.0%	N/A
	Restricted Total	Auxiliary	2,204.5	1,795.7	1,665.0	1,587.6	1,353.9	773.2	0.3%	-43%
		Auxiliary Receipts	984.8	1,029.9	1,150.4	1,019.5	979.4	645.5	0.1%	-34%
			984.8	1,029.9	1,150.4	1,019.5	979.4	645.5	0.1%	-34%
			10,984.2	12,914.7	13,280.9	13,506.3	14,319.8	8,703.9	2.9%	-39%
	Unrestricted	General Funds	5,147.5	5,405.6	5,885.6	6,089.5	6,052.7	6,579.9	1.4%	9%
		Student Tuition & Fees	4,516.2	4,633.9	4,607.8	5,342.4	5,725.4	5,909.7	1.1%	3%
		Indirect Cost Recovery	0.0%	0.0%	0.0%	0.0%	2.2	0.0	0.0%	-99%
		U of A Receipts	264.8	328.8	291.8	284.0	300.8	264.8	0.1%	-17%
UAF Comm Tech College	Unrestricted	State Inter-Agency Receipts	0.0%	3.0	2.0	3.3	0.0%	0.0%	0.0%	N/A
		UA Intra-Agency Transfers	6.2	162.3	413.4	93.5	159.1	404.4	0.1%	154%
	Unrestricted Total		9,934.8	10,533.6	11,200.7	11,812.7	12,240.2	13,158.7	2.4%	8%
										32%
	Restricted	Federal Receipts	517.4	244.9	113.6	0.0%	0.0%	116.6	0.0%	N/A
		U of A Receipts	88.8	216.7	267.5	203.2	176.6	138.3	0.0%	-77%
		State Inter-Agency Receipts	149.7	120.6	78.1	103.1	60.2	10.1	0.0%	-56%
			755.9	582.2	459.2	306.3	236.8	254.8	0.0%	-100%
	Restricted Total									-66%
			3,679.8	3,778.5	4,308.4	4,644.2	4,756.8	5,062.3	1.1%	6%
Co-op Extension Svcs	Unrestricted	General Funds	2,389.0	2,292.3	1,565.5	1,435.0	1,780.0	1,460.0	0.0%	-100%
		Student Tuition & Fees	235.2	181.7	156.5	143.5	178.0	146.0	0.0%	-38%
		Indirect Cost Recovery	98.3	112.9	104.3	161.1	186.4	165.6	0.0%	-69%
		U of A Receipts	6.9	20.9	4.4	11.6	18.2	18.0	0.0%	-11%
	Unrestricted Total	UA Intra-Agency Transfers	4,020.2	4,094.0	4,573.6	4,960.4	5,199.3	5,391.9	1.0%	4%
										34%
	Restricted	Federal Receipts	2,389.0	2,292.3	1,565.5	1,435.0	1,780.0	1,460.0	0.0%	-100%
		U of A Receipts	383.9	418.6	497.2	556.6	833.5	666.3	0.2%	18%
		State Inter-Agency Receipts	331.2	367.5	287.7	349.3	387.1	323.4	0.1%	-20%
		UA Intra-Agency Transfers	0.0%	0.0%	0.0%	1.4	0.0%	0.3	0.0%	-16%
Co-op Extension Svcs Total	Unrestricted Total	CIP Receipts	3,108.1	3,078.4	3,242.8	3,173.5	3,431.0	3,617.1	0.7%	78%
										5%
	Restricted Total	U of A Receipts	0.0%	304.4	398.9	357.4	289.0	399.8	0.1%	38%
										N/A
	Designated Total		7,128.3	7,476.7	8,215.3	8,491.4	8,919.3	9,408.8	1.8%	32%
										5%
	Designated Total									N/A
										38%
	Designated Total									N/A
										38%

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

Allocation	FUND TYPE	Revenue Source	FY08	FY09	FY10	FY11	FY12	FY13	% Change FY12-13	% Change FY08-13
Fairbanks Campus	Unrestricted	General Funds	100,537.1	106,055.2	107,739.4	112,017.6	116,557.7	121,633.0	25.6%	21%
		Federal Receipts	73.0	72.0	72.0	72.0	72.0	72.0	0.0%	-1%
		Student Tuition & Fees	20,941.4	22,455.1	24,077.4	26,551.9	27,990.6	32,851.6	6.9%	57%
		Indirect Cost Recovery	9,654.7	9,326.5	10,310.4	10,775.7	9,570.0	8,900.6	1.9%	-8%
		U of A Receipts	8,960.5	8,701.6	9,435.8	14,548.9	9,325.5	10,088.5	2.1%	13%
		State Inter-Agency Receipts	3.9	7.3	5.0	10.0	0.0%	60.3	0.0%	N/A
		UA Intra-Agency Transfers	24,859.8	26,306.0	26,361.1	26,893.2	28,135.2	28,463.1	6.0%	14%
		CIP Receipts	1,212.1	1,096.1	1,019.5	1,338.3	2,102.0	1,639.9	0.4%	35%
		Mental Hlth Trust Auth Receipts	201.0	0.0%	25.0	82.4	213.7	50.0	0.0%	-77%
		Interest Income	(51.4)	(2,140.3)	11.2	(19.0)	(2.3)	(87.3)	0.0%	3667%
	Unrestricted Total		166,392.1	171,879.6	179,066.7	192,271.0	193,964.4	203,671.7	42.9%	22%
	Restricted	Federal Receipts	11,185.5	12,412.3	13,229.5	17,725.3	17,218.7	19,892.1	4.2%	78%
		U of A Receipts	9,575.9	8,752.2	9,193.0	8,331.5	9,344.8	9,287.0	2.0%	-1%
		State Inter-Agency Receipts	1,131.9	1,067.6	1,003.3	740.3	704.2	640.1	0.1%	-9%
		UA Intra-Agency Transfers	14.1	9.7	0.0%	37.7	0.0%	17.0	0.0%	-100%
		CIP Receipts	0.0%	0.0%	0.0%	88.1	0.0%	411.6	0.1%	N/A
		Federal Stimulus-ARRA2009	0.0%	0.4	3,159.6	27,451.2	62,000.9	31,759.9	6.7%	-49%
	Restricted Total		21,907.5	22,242.3	26,602.9	54,374.1	89,967.3	61,990.6	13.1%	183%
	Auxiliary	Auxiliary Receipts	17,185.1	16,016.5	14,409.1	14,232.8	14,567.2	14,814.0	3.1%	2%
		U of A Receipts	0.0%	40.0	7.0	12.0	10.0	8.5	0.0%	-15%
		Interest Income	0.0	0.0%	0.0	0.0%	0.0%	8.5	0.0%	N/A
		Auxiliary Total	17,185.2	16,056.5	14,416.1	14,244.8	14,577.2	14,822.4	3.1%	2%
	Designated	U of A Receipts	1,674.6	1,408.3	1,481.1	1,437.1	1,450.9	1,464.3	0.3%	1%
		Designated Total	1,674.6	1,408.3	1,481.1	1,437.1	1,450.9	1,464.3	0.3%	1%
	Capital	RSA - Capital 91 Authority	135.6	18.7	0.0%	8.0	0.0%	0.0%	0.0%	N/A
		Capital Total	135.6	18.7	0.0%	8.0	0.0%	0.0%	0.0%	N/A
	Capital Total		207,294.9	211,605.3	221,566.9	262,335.0	299,952.8	281,949.0	59.4%	-6%
UAF Organized Research	Unrestricted	General Funds	19,701.5	20,772.1	22,580.1	22,722.3	23,578.4	25,008.2	5.3%	6%
		Student Tuition & Fees	0.0%	0.0%	20.0	0.0%	0.0%	30.7	0.0%	N/A
		Indirect Cost Recovery	12,867.5	12,536.7	13,903.8	13,888.6	13,922.0	13,856.8	2.9%	8%
		U of A Receipts	1,545.5	2,603.8	2,380.0	1,901.8	1,639.6	1,687.3	0.4%	3%
		State Inter-Agency Receipts	3,590.7	4,274.8	3,487.7	4,692.0	4,448.4	2,212.6	0.5%	-50%
		UA Intra-Agency Transfers	2,609.5	2,431.6	2,213.4	5,131.9	5,033.3	5,277.6	1.1%	5%
		CIP Receipts	0.1	0.0%	0.0%	0.6	0.8	0.0%	0.0%	-100%
		Interest Income	40,314.7	42,618.9	44,546.1	48,337.1	48,622.5	48,073.2	10.1%	-1%
		Unrestricted Total	80,344.6	85,472.2	90,339.3	98,227.2	94,253.7	91,284.3	19.2%	9%
	Restricted	State Funded Research ***	67,874.7	65,706.1	67,069.4	68,599.8	62,624.6	58,695.9	12.4%	-6%
		Federal Receipts	0.0%	(0.0)	0.0%	0.0	0.0%	0.0%	0.0%	N/A
		Indirect Cost Recovery	14,514.0	17,441.9	17,407.2	18,629.5	20,460.3	18,882.5	4.0%	-8%
		U of A Receipts	1,668.8	2,339.2	2,090.0	2,134.1	2,100.5	848.9	0.2%	-60%
		State Inter-Agency Receipts	0.4	2.6	10.0	15.2	13.5	42.3	0.0%	214%
		UA Intra-Agency Transfers	(23.2)	(20.9)	712.6	2,755.4	3,036.5	6,743.7	1.4%	122%
		CIP Receipts	0.0%	0.0%	0.0%	6,093.1	6,018.3	4,219.0	0.9%	-30%
		Federal Stimulus-ARRA2009	84,034.6	85,472.2	90,339.3	98,227.2	94,253.7	91,284.3	19.2%	9%
		Restricted Total	142,488.3	148,928.4	159,508.7	176,856.6	167,508.8	160,068.2	10.0%	-5%
	Designated	U of A Receipts	54.4	64.6	8.4	0.0	0.0%	0.0%	0.0%	N/A
		Designated Total	54.4	64.6	8.4	0.0	0.0%	0.0%	0.0%	N/A
	Capital	RSA - Capital 91 Authority	2,872.5	3,383.7	3,308.7	1,334.7	593.6	232.7	0.1%	-61%
		Capital Total	2,872.5	3,383.7	3,308.7	1,334.7	593.6	232.7	0.1%	-61%
	Capital Total		127,276.2	131,539.5	134,807.6	147,899.1	143,465.7	139,590.2	29.4%	-3%
	UAF Organized Research Total		381,131.6	393,304.4	413,445.4	465,640.6	500,841.2	474,802.6	100.0%	-5%
	Grand Total		381,131.6	393,304.4	413,445.4	465,640.6	500,841.2	474,802.6	100.0%	-5%

*** 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.

Expenditures by NCHEMS for MAU 1.D.1

NCHEMS	FY08		FY09		FY10		FY11		FY12		FY13		% Change FY12-13	% Change FY08-13
	Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total		
Academic Support	22,119.8	6%	23,744.1	6%	22,730.6	6%	23,531.4	5%	24,265.5	5%	24,706.2	5%	2%	12%
Auxiliary Services	20,616.8	5%	17,485.7	4%	17,102.6	4%	12,283.6	3%	17,843.2	4%	15,189.8	3%	-15%	-26%
Debt Service	3,523.8	1%	3,684.5	1%	3,696.7	1%	3,807.3	1%		0%		0%	N/A	-100%
Institutional Support	30,901.1	8%	36,642.0	9%	35,259.6	9%	43,187.7	9%	43,727.2	9%	45,295.8	10%	4%	47%
Instruction	76,698.5	20%	83,140.3	21%	83,149.0	21%	86,405.5	19%	87,345.8	18%	87,449.6	18%	0%	14%
Intercollegiate Athletics	5,001.2	1%	5,335.0	1%	5,443.3	1%	5,436.0	1%	5,625.8	1%	5,713.4	1%	2%	14%
Library Services	8,465.8	2%	9,117.4	2%	8,707.4	2%	9,678.3	2%	9,450.6	2%	9,532.5	2%	1%	13%
Physical Plant	48,233.0	13%	51,548.9	13%	49,050.7	12%	53,992.6	12%	55,475.9	11%	57,840.1	12%	4%	20%
Public Service	20,259.9	5%	20,441.0	5%	25,274.1	6%	51,100.9	11%	89,205.6	18%	60,719.9	13%	-32%	200%
Research	124,713.1	33%	130,834.9	32%	132,620.9	33%	143,582.5	31%	138,213.5	28%	139,611.0	29%	1%	12%
Scholarships	5,140.4	1%	7,293.8	2%	9,040.5	2%	11,547.4	3%	11,098.8	2%	11,239.6	2%	1%	119%
Student Services	13,527.4	4%	14,427.8	4%	14,339.5	4%	15,066.2	3%	15,608.9	3%	16,806.9	4%	8%	24%
Grand Total	379,200.8	100%	403,695.4	100%	406,414.9	100%	459,619.4	100%	497,860.7	100%	474,105.0	100%	-5%	25%

NOTE: Unlike the annual statewide Yellowbook, these figures include both operating and capital-funded expenditures (91, FA, 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 200% since FY08. Sikuliaq expenditures included \$1,480.9 in FY10, \$27,097.0 in FY11, \$61,569.3 in FY12 and \$31,557.2 in FY13. Capital expenditures by NCHEMS category are illustrated in the table below

Capital Only	FY08		FY09		FY10		FY11		FY12		FY13	
	Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total
Academic Support					7.5		6.3		(0.0)		(0.0)	
Institutional Support					45.3		(2.5)		0.0		216.6	
Instruction					2.5				533.0			
Library Services							27,523.5		62,055.0		32,183.0	
Physical Plant					1,911.9		10,013.7		9,412.3		12,740.4	
Public Service	3,008.1		3,402.4		6,853.0		320.9		250.5		110.3	
Research					80.2							
Scholarships												
Grand Total	3,008.1		3,402.4		8,900.4		37,861.9		72,250.8		45,250.2	

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

Allocation	NCHEMS	FY08		FY09		FY10		FY11		FY12		FY13		% Change FY12-13	% Change FY08-13
		Expenditures	% of Allocation	Expenditures	% of Allocation	Expenditures	% of Allocation	Expenditures	% of Allocation	Expenditures	% of Allocation	Expenditures	% of Allocation		
Bristol Bay Campus	Academic Support	448.0	0%	478.7	0%	464.2	0%	512.0	0%	542.0	0%	627.3	0%	16%	40%
	Auxiliary Services	7.4	0%	10.3	0%	(6.2)	0%	20.6	0%	0	0%	0	0%	N/A	-100%
	Instruction	2,118.1	1%	2,764.4	1%	3,136.8	1%	3,040.3	1%	3,426.7	1%	3,515.9	1%	5%	66%
	Physical Plant	155.4	0%	221.3	0%	119.7	0%	676.8	0%	239.3	0%	216.6	0%	-9%	39%
	Public Service	234.3	0%	48.6	0%	0.9	0%	0.5	0%	49.9	0%	0.9	0%	-98%	-100%
	Scholarships	(27.4)	0%	(37.3)	0%	(48.4)	0%	(46.9)	0%	(52.0)	0%	(45.9)	0%	-12%	68%
	Student Services	89.8	0%	93.8	0%	110.8	0%	104.4	0%	167.7	0%	126.4	0%	-25%	41%
Bristol Bay Campus Total		3,025.6	1%	3,379.7	1%	3,779.0	1%	4,307.7	1%	4,373.6	1%	4,441.3	1%	2%	47%
Chukchi Campus	Academic Support	283.7	0%	301.5	0%	325.0	0%	243.4	0%	299.8	0%	364.7	0%	22%	29%
	Auxiliary Services	6.7	0%	7.6	0%	10.5	0%	2.0	0%	0	0%	0	0%	N/A	-100%
	Instruction	1,181.5	0%	1,708.2	0%	1,458.4	0%	1,164.4	0%	1,851.6	0%	1,639.8	0%	-11%	39%
	Library Services	69.8	0%	75.4	0%	134.9	0%	215.9	0%	182.1	0%	215.1	0%	18%	208%
	Physical Plant	126.3	0%	121.3	0%	426.5	0%	134.1	0%	135.4	0%	145.7	0%	8%	15%
	Public Service	78.9	0%	33.3	0%	0.6	0%	0.5	0%	0.2	0%	47.5	0%	-40%	-40%
	Scholarships	(19.2)	0%	(21.7)	0%	(22.4)	0%	(19.5)	0%	(32.9)	0%	(27.3)	0%	-17%	23647%
Chukchi Campus Total		1,774.8	0%	2,305.5	1%	2,439.5	1%	1,898.6	0%	2,605.2	1%	2,539.7	1%	-3%	227%
Co-op Extension Svcs	Institutional Support		0%		0%		0%		0%	(32.1)	0%	300.0	0%	-1035%	N/A
	Public Service	6,902.5	2%	7,144.5	2%	8,000.6	2%	8,323.3	2%	9,001.2	2%	9,056.7	2%	1%	31%
	Research	248.1	0%	274.5	0%	123.0	0%	78.3	0%	7.7	0%	22.6	0%	195%	-91%
Co-op Extension Svcs Total		7,150.6	2%	7,419.0	2%	8,123.6	2%	8,401.6	2%	8,976.7	2%	9,379.3	2%	4%	31%
Fairbanks Campus	Academic Support	16,593.5	4%	17,782.0	4%	16,359.2	4%	16,214.6	4%	17,415.3	3%	18,272.7	4%	5%	10%
	Auxiliary Services	19,071.0	5%	16,266.5	4%	15,496.9	4%	10,755.7	2%	15,819.9	3%	14,309.7	3%	-10%	-25%
	Debt Service	3,523.8	1%	3,684.5	1%	3,696.7	1%	3,807.3	1%	0	0%	0	0%	N/A	-100%
	Institutional Support	29,647.1	8%	35,288.8	9%	33,706.5	8%	41,297.7	9%	41,560.1	8%	42,678.4	9%	3%	44%
	Instruction	46,868.9	12%	50,026.7	12%	50,072.2	12%	52,446.6	11%	52,481.2	11%	56,971.2	12%	9%	22%
	Intercollegiate Athletics	5,001.2	1%	5,335.0	1%	5,443.3	1%	5,436.0	1%	5,625.8	1%	5,713.4	1%	2%	14%
	Library Services	8,095.3	2%	8,709.0	2%	8,217.4	2%	9,155.5	2%	8,966.4	2%	9,015.5	2%	1%	11%
	Physical Plant	47,061.7	12%	49,969.0	12%	46,789.4	12%	50,036.3	11%	52,162.7	10%	53,892.2	11%	3%	15%
	Public Service	10,463.3	3%	10,980.4	3%	14,405.6	4%	40,399.5	9%	76,854.3	15%	48,230.5	10%	-37%	361%
	Research	3,098.1	1%	2,632.2	1%	2,877.5	1%	2,176.5	0%	2,343.9	0%	3,641.8	1%	55%	18%
	Scholarships	5,430.5	1%	6,101.0	2%	8,607.9	2%	10,954.6	2%	10,929.8	2%	11,806.7	2%	8%	117%
	Student Services	11,838.3	3%	12,446.2	3%	12,292.4	3%	13,173.8	5%	13,862.4	3%	15,105.0	3%	9%	28%
Fairbanks Campus Total		206,692.8	55%	219,221.3	54%	217,964.8	54%	255,854.0	56%	296,021.7	60%	279,637.3	59%	-6%	35%
Interior Campus	Academic Support	333.9	0%	355.9	0%	361.6	0%	390.0	0%	399.3	0%	479.1	0%	20%	43%
	Auxiliary Services	5.9	0%	7.4	0%	(0.4)	0%	0	0%	0	0%	0	0%	N/A	-100%
	Institutional Support		0%		0%		0%		0%	11.6	0%	0	0%	-100%	N/A
	Instruction	3,658.1	1%	4,237.6	1%	4,743.9	1%	5,435.5	1%	5,130.5	1%	4,886.5	1%	-5%	34%
	Physical Plant	103.0	0%	133.4	0%	90.8	0%	138.1	0%	112.4	0%	131.7	0%	17%	28%
	Public Service	24.8	0%	18.3	0%	0	0%	0	0%	0	0%	0	0%	N/A	-100%
Interior Campus Total	Scholarships	(39.0)	0%	(3.7)	0%	(50.6)	0%	(26.7)	0%	1.8	0%	74.7	0%	4073%	-292%
	Student Services	71.3	0%	84.0	0%	101.8	0%	149.7	0%	179.8	0%	178.0	0%	-1%	150%
	Interior Campus Total	4,158.1	1%	4,832.7	1%	5,247.2	1%	6,086.5	1%	5,835.4	1%	5,750.0	1%	-1%	38%

Expenditures by Allocation and NCHEMS 1.D.2

Allocation	NCHEMS	FY08		FY09		FY10		FY11		FY12		FY13		% Change FY12-13	% Change FY08-13
		Expenditures	% of Allocation	Expenditures	% of Allocation	Expenditures	% of Allocation	Expenditures	% of Allocation	Expenditures	% of Allocation	Expenditures	% of Allocation		
Kuskokwim Campus	Academic Support	994.1	0%	1,166.1	0%	1,327.4	0%	1,607.5	0%	1,417.7	0%	1,282.8	0%	-10%	25%
	Auxiliary Services	428.4	0%	224.8	0%	357.7	0%	376.7	0%	366.6	0%	385.4	0%	5%	-10%
	Instruction	2,595.5	1%	2,649.0	1%	2,365.4	1%	2,932.6	1%	2,649.3	1%	2,756.5	1%	4%	6%
	Library Services	245.4	0%	264.4	0%	276.2	0%	234.5	0%	288.3	0%	276.5	0%	-4%	13%
	Physical Plant	586.2	0%	828.8	0%	591.4	0%	562.1	0%	671.0	0%	642.4	0%	-4%	10%
	Public Service	182.0	0%	196.5	0%	91.8	0%	0.6	0%	0.5	0%	97.1	0%	19321%	-47%
	Research	20.9	0%	111.2	0%	161.4	0%	4.4	0%	41.6	0%	(5.6)	0%	-100%	N/A
	Scholarships	569.3	0%	687.7	0%	764.3	0%	895.3	0%	(9.0)	0%	498.0	0%	-38%	-127%
	Student Services	5,622.0	1%	6,128.5	2%	5,985.5	1%	6,393.3	1%	5,909.2	1%	5,933.1	1%	3%	-13%
	Student Services	5,622.0	1%	6,128.5	2%	5,985.5	1%	6,393.3	1%	5,909.2	1%	5,933.1	1%	3%	-13%
Northwest Campus	Academic Support	527.9	0%	614.2	0%	611.9	0%	693.0	0%	560.8	0%	684.1	0%	22%	30%
	Auxiliary Services	3.7	0%	12.1	0%	13.7	0%	18.9	0%	14.1	0%	9.2	0%	-35%	150%
	Institutional Support	1,463.4	0%	1,662.1	0%	1,623.1	0%	1,497.3	0%	1,700.4	0%	1,459.1	0%	-14%	N/A
	Library Services	55.2	0%	68.6	0%	78.9	0%	72.4	0%	13.7	0%	25.4	0%	85%	-54%
	Physical Plant	200.3	0%	275.2	0%	206.3	0%	566.2	0%	253.7	0%	295.3	0%	16%	47%
	Public Service	790.1	0%	28.1	0%	91.4	0%	0.2	0%	12.6	0%	12.6	0%	N/A	-98%
	Research	3.6	0%	34.2	0%	10.0	0%	0.2	0%	(24.3)	0%	(28.6)	0%	N/A	-100%
	Scholarships	(13.1)	0%	(15.0)	0%	(23.1)	0%	(33.8)	0%	(24.3)	0%	(28.6)	0%	18%	118%
	Student Services	222.5	0%	220.5	0%	166.3	0%	175.6	0%	272.4	0%	292.0	0%	7%	31%
	Student Services	222.5	0%	220.5	0%	166.3	0%	175.6	0%	272.4	0%	292.0	0%	7%	31%
Northwest Campus Total	Academic Support	3,253.6	1%	2,900.0	1%	2,858.3	1%	2,989.9	1%	2,791.0	1%	2,749.2	1%	-1%	-16%
	Auxiliary Services	1,845.2	0%	1,856.4	0%	2,022.5	0%	2,649.9	1%	2,389.4	0%	1,807.3	0%	-24%	-2%
	Institutional Support	1,093.8	0%	957.1	0%	1,230.5	0%	1,109.8	0%	1,642.6	0%	485.5	0%	-70%	-56%
	Instruction	7,884.2	2%	8,819.6	2%	8,617.0	2%	9,300.7	2%	9,406.2	2%	5,609.2	1%	-40%	-29%
	Physical Plant	0.0	0%	8.4	0%	826.6	0%	950.5	0%	975.2	0%	648.9	0%	-33%	2571711%
	Public Service	20.9	0%	8.4	0%	62.0	0%	116.9	0%	153.4	0%	72.1	0%	-53%	245%
	Research	8.2	0%	1.7	0%	10.7	0%	16.1	0%	1.4	0%	9.8	0%	622%	N/A
	Scholarships	388.2	0%	(147.7)	0%	(383.5)	0%	(430.3)	0%	(485.0)	0%	(519.7)	0%	7%	-6438%
	Student Services	11,240.4	3%	11,940.8	3%	12,790.3	3%	14,063.6	3%	14,523.1	3%	8,511.1	2%	-41%	-85%
	Student Services	11,240.4	3%	11,940.8	3%	12,790.3	3%	14,063.6	3%	14,523.1	3%	8,511.1	2%	-41%	-85%
Rural College Total	Academic Support	1,093.4	0%	1,189.2	0%	1,258.9	0%	1,221.0	0%	1,241.2	0%	1,188.1	0%	-4%	9%
	Institutional Support	9,572.6	3%	9,977.0	2%	10,285.5	2%	10,021.6	2%	10,384.6	2%	10,254.5	2%	-1%	N/A
	Physical Plant	(335.8)	0%	(325.3)	0%	(488.0)	0%	(596.7)	0%	926.1	0%	1,867.4	0%	102%	7%
	Scholarships	300.7	0%	370.4	0%	393.3	0%	348.4	0%	(593.7)	0%	(587.3)	0%	-1%	N/A
	Student Services	10,631.0	0%	1,353.2	0%	1,473.1	0%	1,606.1	0%	1,751.0	0%	1,977.4	0%	6%	23%
	Institutional Support	1,254.0	0%	1,295.7	0%	846.8	0%	566.4	0%	315.2	0%	357.0	0%	13%	58%
	Instruction	1,563.1	0%	1,982.9	0%	2,621.3	1%	2,259.4	0%	3,146.1	1%	3,202.5	1%	2%	105%
	Public Service	121,363.2	32%	127,892.3	32%	129,599.6	32%	141,307.1	31%	135,819.0	27%	135,936.8	29%	0%	12%
	Research	115.3	0%	1,632.3	0%	1,287.2	0%	1,657.3	0%	1,364.1	0%	572.6	0%	-58%	997%
	Scholarships	125,652.0	33%	134,156.4	33%	135,828.1	33%	147,396.2	32%	142,395.4	29%	142,046.2	30%	0%	13%
Grand Total		379,200.8	100%	403,695.4	100%	406,414.9	100%	459,619.4	100%	497,860.7	100%	474,105.0	100%	-5%	25%

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

FUND TYPE	FY08		FY09		FY10		FY11		FY12		FY13		% Change FY12-13	% Change FY08-13
	Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total		
Unrestricted	Academic Support	19,743.3	5%	21,161.0	5%	20,086.5	5%	21,218.0	5%	22,006.0	4%	22,883.4	5%	4%
	Auxiliary Services	0.0	0%		0%	11.1	0%		0%	0.1	0%	0.3	0%	264%
	Debt Service	3,523.8	1%	3,684.5	1%	3,696.7	1%	3,807.3	1%		0%		0%	N/A
	Institutional Support	29,792.2	8%	34,944.0	9%	34,898.8	9%	42,618.8	9%	42,509.9	9%	44,331.7	9%	4%
	Instruction	63,206.9	17%	69,470.5	17%	70,205.1	17%	73,585.7	16%	75,441.4	15%	76,287.4	16%	1%
	Intercollegiate Athletics	4,970.3	1%	5,279.3	1%	5,378.0	1%	5,349.1	1%	5,620.7	1%	5,712.3	1%	2%
	Library Services	7,896.1	2%	8,551.1	2%	8,060.0	2%	8,700.0	2%	8,550.4	2%	8,429.2	2%	-1%
	Physical Plant	47,429.5	13%	51,352.7	13%	48,989.6	12%	53,974.2	12%	54,808.3	11%	57,666.0	12%	5%
	Public Service	8,613.2	2%	9,311.1	2%	9,940.7	2%	10,594.7	2%	11,591.1	2%	11,338.0	2%	-2%
	Research	36,676.7	10%	43,129.0	11%	39,447.7	10%	45,109.7	10%	45,066.6	9%	48,568.1	10%	8%
	Scholarships	20.3	0%	(64.3)	0%	(167.1)	0%	(716.3)	0%	(304.2)	0%	29.5	0%	-110%
	Student Services	12,229.4	3%	13,109.0	3%	13,077.3	3%	13,878.6	3%	14,864.8	3%	15,715.4	3%	6%
Unrestricted Total		234,101.9	62%	259,977.9	64%	253,624.6	62%	278,119.8	61%	280,155.1	56%	290,961.4	61%	24%
Restricted	Academic Support	2,376.5	1%	2,583.0	1%	2,644.1	1%	2,313.4	1%	2,259.6	0%	1,822.8	0%	-19%
	Auxiliary Services		0%	5.0	0%		0%		0%	259.8	0%	(2.6)	0%	-101%
	Institutional Support	1,097.2	0%	1,698.0	0%	360.7	0%	569.0	0%	1,217.3	0%	964.1	0%	-21%
	Instruction	13,491.6	4%	13,669.8	3%	12,943.9	3%	12,819.7	3%	11,904.3	2%	11,162.2	2%	-6%
	Intercollegiate Athletics	30.9	0%	55.7	0%	65.2	0%	86.9	0%	5.1	0%	1.2	0%	-77%
	Library Services	569.6	0%	566.3	0%	647.4	0%	978.3	0%	900.2	0%	1,103.3	0%	23%
	Physical Plant	535.2	0%	196.2	0%	61.1	0%	18.4	0%	667.6	0%	174.1	0%	-74%
	Public Service	11,645.8	3%	10,824.1	3%	14,934.2	4%	40,148.7	9%	77,325.5	16%	48,982.1	10%	-67%
	Research	84,974.8	22%	84,240.3	21%	89,856.4	22%	97,130.1	21%	92,553.4	19%	90,810.3	19%	-2%
	Scholarships	3,805.5	1%	6,029.9	1%	7,806.5	2%	10,906.7	2%	10,032.1	2%	9,870.8	2%	-2%
	Student Services	1,297.9	0%	1,318.9	0%	1,262.2	0%	1,187.6	0%	744.3	0%	1,091.5	0%	47%
	Restricted Total	119,825.1	32%	121,187.1	30%	130,581.8	32%	166,158.6	36%	197,869.1	40%	165,979.8	35%	-16%
Auxiliary	Auxiliary Services	20,536.8	5%	17,400.7	4%	17,011.5	4%	12,203.6	3%	17,503.3	4%	15,067.1	3%	-16%
	Intercollegiate Athletics		0%		0%		0%	(0.0)	0%		0%		0%	N/A
Auxiliary Total Designated	Student Services		0%		0%		0%		0%	(0.3)	0%		0%	-100%
	Auxiliary Services	20,536.8	5%	17,400.7	4%	17,011.5	4%	12,203.6	3%	17,503.1	4%	15,067.1	3%	-14%
	Institutional Support	80.0	0%	80.0	0%	80.0	0%	80.0	0%	80.0	0%	125.0	0%	56%
	Physical Plant	11.7	0%		0%		0%		0%		0%		0%	N/A
	Public Service	268.4	0%		0%		0%	357.5	0%	289.0	0%	399.8	0%	-100%
	Research	0.9	0%	305.8	0%	399.1	0%		0%		0%		0%	N/A
	Scholarships	53.5	0%	63.2	0%	8.2	0%		0%		0%		0%	44661%
Designated Total		1,314.5	0%	1,328.3	0%	1,401.1	0%	1,357.1	0%	1,370.9	0%	1,339.3	0%	-2%
Capital	Research	3,008.1	1%	3,402.4	1%	3,308.7	1%	1,342.8	0%	593.6	0%	232.7	0%	7%
Capital Total		3,008.1	1%	3,402.4	1%	3,308.7	1%	1,342.8	0%	593.6	0%	232.7	0%	-61%
Grand Total		379,200.8	100%	403,695.4	100%	406,414.9	100%	459,619.4	100%	497,860.7	100%	474,105.0	100%	-5%

Expenditures by Account Code
1.E.1

Expenditure Source	FY08	FY09	FY10	FY11	FY12	FY13	% Change FY12-13	% Change FY08-13
Commodities	37,029.6	41,356.5	35,398.5	36,113.0	38,732.2	38,650.8	0%	4%
Contractual Services	71,297.2	79,172.8	80,633.0	86,804.5	84,231.0	81,287.8	-3%	14%
Equipment	10,623.5	8,959.1	8,508.2	8,615.4	10,251.4	14,387.8	40%	35%
Land/Buildings	2,654.0	1,490.2	3,340.9	29,195.8	63,416.6	36,996.0	-42%	1294%
Miscellaneous	6,427.1	10,797.0	8,525.3	14,761.1	14,122.6	12,701.9	-10%	98%
Salaries & Benefits	227,429.7	236,468.5	243,344.0	254,617.8	257,463.3	260,126.3	1%	14%
Student Aid	10,772.6	11,661.5	13,096.8	15,781.0	16,194.5	16,102.9	-1%	49%
Travel	12,967.0	13,789.8	13,568.1	13,730.8	13,449.1	13,851.5	3%	7%
Grand Total	379,200.8	403,695.4	406,414.9	459,619.4	497,860.7	474,105.0	-5%	25%

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

Allocation	Expenditure Source	FY08		FY09		FY10		FY11		FY12		FY13		% Change FY12-13	% Change FY08-13
		Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation		
Bristol Bay Campus	Commodities	233.6	0.06%	240.8	0.06%	230.6	0.06%	172.3	0.04%	267.1	0.05%	298.2	0.06%	12%	28%
	Contractual Services	296.7	0.08%	416.6	0.10%	328.9	0.08%	354.9	0.08%	498.8	0.10%	457.6	0.10%	-8%	54%
	Equipment	28.7	0.01%	80.6	0.02%	11.4	0.00%	36.9	0.00%	36.9	0.01%	68.7	0.01%	86%	139%
	Land/Buildings		0.00%		0.00%		0.00%	541.9	0.12%	104.5	0.02%		0.00%	-100%	N/A
	Miscellaneous	(30.8)	-0.01%	(38.0)	-0.01%	(62.4)	-0.02%	(26.0)	-0.01%	(165.1)	-0.03%	(87.6)	-0.02%	-47%	185%
	Salaries & Benefits	2,203.1	0.58%	2,580.1	0.64%	2,917.8	0.72%	2,944.6	0.64%	3,220.4	0.65%	3,136.3	0.66%	-3%	42%
	Student Aid	96.3	0.03%	66.9	0.02%	114.7	0.03%	126.6	0.03%	104.8	0.02%	188.7	0.04%	80%	96%
Bristol Bay Campus Total		198.1	0.05%	232.7	0.06%	237.0	0.06%	193.3	0.04%	306.2	0.06%	379.4	0.08%	24%	92%
Chukchi Campus	Commodities	3,025.6	0.80%	3,579.7	0.89%	3,777.9	0.93%	4,307.7	0.94%	4,373.6	0.88%	4,441.3	0.94%	2%	47%
	Contractual Services	96.5	0.03%	152.1	0.04%	118.5	0.03%	59.6	0.01%	84.6	0.02%	48.0	0.01%	-43%	-50%
	Equipment	347.2	0.09%	696.8	0.17%	448.6	0.11%	274.0	0.06%	888.1	0.18%	836.1	0.18%	-6%	141%
	Land/Buildings	78.2	0.02%		0.00%	51.5	0.01%	56.1	0.01%	15.8	0.00%	11.4	0.00%	-28%	-85%
	Miscellaneous		0.00%		0.00%	2.2	0.00%		0.00%		0.00%		0.00%	N/A	N/A
	Salaries & Benefits	(14.6)	0.00%	(20.4)	-0.01%	279.0	0.07%	(21.0)	0.00%	(55.8)	-0.01%	(32.0)	-0.01%	-43%	119%
	Student Aid	1,178.0	0.31%	1,323.6	0.33%	1,386.9	0.34%	1,450.5	0.32%	1,568.0	0.31%	1,552.0	0.33%	-1%	32%
Chukchi Campus Total		17.2	0.00%	8.9	0.00%	25.9	0.01%	14.3	0.00%	29.4	0.01%	21.1	0.00%	-28%	23%
Chukchi Campus Total	Travel	72.3	0.02%	144.5	0.04%	126.9	0.03%	65.3	0.01%	75.1	0.02%	103.0	0.02%	37%	43%
Co-op Extension Svcs	Commodities	1,774.8	0.47%	2,305.5	0.57%	2,439.5	0.60%	1,898.6	0.41%	2,605.2	0.52%	2,539.7	0.54%	-3%	43%
	Contractual Services	215.0	0.06%	207.7	0.05%	322.6	0.08%	273.4	0.06%	337.7	0.07%	292.2	0.06%	-13%	36%
	Equipment	725.0	0.19%	666.4	0.17%	840.7	0.21%	1,191.8	0.26%	1,084.1	0.22%	1,145.5	0.24%	6%	58%
	Miscellaneous	23.2	0.01%		0.00%	79.2	0.02%	8.0	0.00%	7.0	0.00%		0.00%	-12%	-70%
	Salaries & Benefits	5,832.5	1.54%	6,118.0	1.52%	6,308.1	1.55%	6,462.1	1.41%	6,805.4	1.37%	7,014.0	1.48%	105%	2956%
	Student Aid	342.8	0.09%	424.1	0.11%	500.9	0.12%	410.0	0.09%	561.9	0.11%	552.5	0.12%	-2%	61%
	Travel	7,150.6	1.89%	7,419.0	1.84%	8,121.6	2.00%	8,401.6	1.83%	8,976.7	1.80%	9,379.3	1.98%	4%	31%
Co-op Extension Svcs Total		25,868.4	6.82%	27,290.7	6.76%	22,921.7	5.64%	23,878.4	5.20%	26,251.3	5.27%	28,372.5	5.98%	8%	10%
Fairbanks Campus	Commodities	43,360.5	11.43%	46,460.6	11.51%	47,930.4	11.79%	49,012.7	10.66%	48,032.7	9.65%	47,849.5	10.09%	0%	10%
	Contractual Services	1,798.1	0.47%	2,238.1	0.55%	1,643.4	0.40%	1,703.3	0.37%	2,245.8	0.45%	3,155.9	0.67%	41%	76%
	Equipment	2,389.9	0.63%	979.6	0.24%	2,798.8	0.69%	28,245.3	6.15%	62,738.7	12.60%	36,241.9	7.64%	-42%	1416%
	Land/Buildings	6,798.5	1.79%	9,059.1	2.24%	7,918.7	1.95%	12,381.8	2.69%	13,574.7	2.73%	10,836.2	2.29%	-20%	59%
	Miscellaneous	114,642.7	30.23%	120,449.9	29.84%	121,352.1	29.86%	124,938.2	27.18%	129,146.9	25.94%	135,877.3	28.66%	5%	19%
	Salaries & Benefits	6,980.5	1.84%	7,380.7	1.83%	8,455.4	2.08%	10,572.0	2.30%	11,131.0	2.24%	12,188.2	2.57%	9%	75%
	Student Aid	4,854.2	1.28%	5,362.5	1.33%	4,944.3	1.22%	5,122.3	1.11%	4,900.6	0.98%	5,120.8	1.08%	4%	5%
Fairbanks Campus Total		206,692.8	54.51%	219,221.3	54.30%	217,964.8	53.63%	255,854.0	55.67%	298,021.7	59.86%	279,637.3	58.98%	-4%	35%
Interior Campus	Commodities	197.2	0.05%	242.5	0.06%	332.1	0.08%	479.0	0.10%	385.3	0.08%	370.0	0.08%	-4%	88%
	Contractual Services	445.5	0.12%	697.8	0.17%	758.0	0.19%	1,286.0	0.28%	772.2	0.16%	596.7	0.13%	-23%	34%
	Equipment		0.00%	12.1	0.00%	54.5	0.01%	18.7	0.00%	24.1	0.00%		0.00%	-100%	N/A
	Land/Buildings	(1.0)	0.00%	0.1	0.00%		0.00%		0.00%		0.00%		0.00%	N/A	-100%
	Miscellaneous	(32.6)	-0.01%	(43.3)	-0.01%	(86.6)	-0.02%	(68.6)	-0.01%	(113.4)	-0.02%	(78.2)	-0.02%	-31%	139%
	Salaries & Benefits	3,131.8	0.83%	3,444.1	0.85%	3,603.2	0.89%	3,608.7	0.79%	3,971.2	0.80%	3,907.4	0.82%	-2%	25%
	Student Aid	91.4	0.02%	163.7	0.04%	130.0	0.03%	240.9	0.05%	232.2	0.05%	353.6	0.07%	52%	287%
Interior Campus Total		325.8	0.09%	315.7	0.08%	455.8	0.11%	521.7	0.11%	563.9	0.11%	600.5	0.13%	6%	84%
Kuskokwim Campus	Commodities	4,158.1	1.07%	4,832.7	1.20%	5,247.2	1.29%	6,086.5	1.32%	5,835.4	1.17%	5,750.0	1.21%	-1%	36%
	Contractual Services	276.1	0.07%	391.6	0.10%	256.2	0.06%	293.5	0.06%	244.7	0.05%	181.9	0.04%	-26%	-34%
	Equipment	709.0	0.19%	896.5	0.22%	789.4	0.19%	780.4	0.17%	863.3	0.17%	879.4	0.19%	2%	24%
	Land/Buildings		0.00%	8.3	0.00%	16.9	0.00%		0.00%	10.7	0.00%		0.00%	-100%	N/A
	Miscellaneous	(58.5)	-0.02%	(80.6)	-0.02%	(120.2)	-0.03%	(103.3)	-0.02%	(120.5)	-0.02%	(106.7)	-0.02%	-11%	82%
	Salaries & Benefits	4,415.3	1.16%	4,630.9	1.15%	4,560.4	1.12%	4,984.4	1.08%	4,590.6	0.92%	4,724.2	1.00%	3%	7%
	Student Aid	58.2	0.02%	85.5	0.02%	257.1	0.06%	216.4	0.05%	103.9	0.02%	99.0	0.02%	-5%	70%
Kuskokwim Campus Total		221.9	0.06%	185.2	0.05%	175.7	0.04%	6,393.3	1.39%	5,909.2	1.19%	5,933.1	1.25%	0%	6%

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

Allocation	Expenditure Source	FY08		FY09		FY10		FY11		FY12		FY13		% Change FY12-13	% Change FY08-13
		Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation		
Northwest Campus	Commodities	91.3	0.02%	169.8	0.04%	201.4	0.05%	181.4	0.04%	177.6	0.04%	151.6	0.03%	-15%	66%
	Contractual Services	980.3	0.26%	299.4	0.07%	328.4	0.08%	354.6	0.08%	345.2	0.07%	502.3	0.11%	46%	-49%
	Equipment	6.7	0.00%	229.2	0.06%	16.3	0.00%	93.5	0.02%	62.2	0.01%		0.00%	-100%	-100%
	Land/Buildings		0.00%		0.00%		0.00%	305.0	0.07%		0.00%		0.00%	N/A	N/A
	Miscellaneous	(21.8)	-0.01%	(22.0)	-0.01%	44.6	0.01%	(49.3)	-0.01%	(36.6)	-0.01%	(37.6)	-0.01%	3%	73%
	Salaries & Benefits	2,074.7	0.55%	2,118.9	0.52%	2,130.4	0.52%	1,982.7	0.43%	2,051.7	0.41%	1,959.7	0.41%	-4%	-6%
	Student Aid	21.0	0.01%	16.2	0.00%	16.9	0.00%	19.6	0.00%	23.2	0.00%	18.3	0.00%	-21%	-13%
Northwest Campus Total	Travel	101.2	0.03%	88.5	0.02%	120.3	0.03%	102.4	0.02%	167.6	0.03%	154.8	0.03%	-8%	53%
		3,253.6	0.86%	2,900.0	0.72%	2,858.3	0.70%	2,989.9	0.65%	2,791.0	0.56%	2,749.2	0.58%	-1%	-16%
	Commodities	1,092.5	0.29%	1,119.1	0.28%	1,216.8	0.30%	1,463.3	0.37%	1,568.9	0.32%	572.9	0.12%	-63%	-48%
	Contractual Services	1,569.5	0.41%	2,034.5	0.50%	2,467.4	0.61%	2,365.5	0.51%	2,221.7	0.45%	1,382.9	0.29%	-38%	-12%
	Equipment	22.6	0.01%	71.5	0.02%	19.4	0.00%	218.0	0.05%	163.1	0.03%	43.4	0.01%	-73%	92%
	Land/Buildings	100.0	0.03%		0.00%	50.0	0.01%		0.00%	34.2	0.01%	11.9	0.00%	-65%	-88%
	Miscellaneous	(184.9)	-0.05%	(121.8)	-0.03%	(496.0)	-0.12%	(93.2)	-0.02%	(175.0)	-0.04%	471.1	0.10%	-369%	-355%
Rural College	Salaries & Benefits	7,642.5	2.02%	7,778.1	1.93%	8,563.7	2.11%	9,232.0	2.01%	9,656.5	1.94%	5,479.6	1.16%	-43%	-28%
	Student Aid	431.8	0.11%	314.8	0.08%	298.6	0.07%	298.4	0.06%	446.2	0.09%	81.4	0.02%	-82%	-81%
	Travel	566.5	0.15%	744.6	0.18%	670.4	0.16%	579.5	0.13%	607.6	0.12%	467.8	0.10%	-23%	-17%
		11,240.4	2.96%	11,940.8	2.96%	12,790.3	3.15%	14,063.6	3.08%	14,523.1	2.92%	8,511.1	1.80%	-41%	-24%
	Commodities	898.0	0.24%	1,136.0	0.28%	1,049.4	0.26%	1,063.4	0.23%	1,133.7	0.23%	1,018.8	0.21%	-10%	13%
	Contractual Services	1,277.2	0.34%	1,124.7	0.28%	1,113.7	0.27%	1,484.7	0.32%	1,514.1	0.30%	2,145.2	0.45%	42%	68%
	Equipment	46.6	0.01%	108.9	0.03%	63.0	0.02%	91.6	0.02%	63.2	0.01%	231.4	0.05%	266%	396%
UAF Comm Tech College	Land/Buildings	100.3	0.03%		0.00%		0.00%		0.00%	37.2	0.01%	132.1	0.03%	255%	32%
	Miscellaneous	(181.0)	-0.05%	(231.8)	-0.06%	(355.0)	-0.09%	(570.4)	-0.12%	(613.5)	-0.12%	(517.6)	-0.11%	-16%	186%
	Salaries & Benefits	8,353.8	2.20%	8,853.8	2.19%	9,339.8	2.30%	10,006.7	2.18%	10,127.3	2.03%	9,929.6	2.09%	-2%	19%
	Student Aid	45.6	0.01%	108.6	0.03%	106.7	0.03%	68.9	0.01%	89.0	0.02%	105.0	0.02%	18%	130%
	Travel	90.4	0.02%	111.1	0.03%	132.1	0.03%	82.9	0.02%	78.4	0.02%	73.5	0.02%	-6%	-19%
		10,631.0	2.80%	11,211.3	2.78%	11,449.7	2.82%	12,227.9	2.66%	12,429.4	2.50%	13,118.0	2.77%	6%	23%
	Commodities	8,060.9	2.13%	10,406.3	2.58%	8,749.1	2.15%	8,248.8	1.79%	8,281.4	1.66%	7,344.7	1.55%	-11%	-9%
Organized Research	Contractual Services	21,586.3	5.69%	25,879.4	6.41%	25,627.5	6.31%	29,699.9	6.46%	28,010.9	5.63%	25,492.7	5.38%	-9%	18%
	Equipment	8,619.3	2.27%	6,210.3	1.54%	6,552.7	1.61%	6,434.1	1.40%	7,621.6	1.53%	10,869.9	2.29%	43%	26%
	Land/Buildings	64.8	0.02%	499.2	0.12%	490.0	0.12%	103.5	0.02%	502.0	0.10%	610.0	0.13%	22%	841%
	Miscellaneous	140.8	0.04%	2,292.9	0.57%	1,331.0	0.33%	3,246.6	0.71%	1,648.1	0.33%	1,886.1	0.40%	14%	1239%
	Salaries & Benefits	77,955.5	20.56%	79,171.1	19.61%	83,181.6	20.47%	89,007.9	19.37%	86,325.3	17.34%	86,551.3	18.26%	0%	11%
	Student Aid	3,030.6	0.80%	3,516.2	0.87%	3,691.5	0.91%	4,223.8	0.92%	4,034.9	0.81%	3,047.6	0.64%	-24%	1%
	Travel	6,193.6	1.63%	6,180.9	1.53%	6,204.7	1.53%	6,431.6	1.40%	5,971.2	1.20%	6,244.0	1.32%	5%	1%
Organized Research Total		125,652.0	33.14%	134,156.4	33.23%	135,828.1	33.42%	147,396.2	32.07%	142,395.4	28.60%	142,046.2	29.96%	0%	13%
		379,200.8	100.00%	403,695.4	100.00%	406,414.9	100.00%	459,619.4	100.00%	497,860.7	100.00%	474,105.0	100.00%	-5%	25%

Expenditures by Fund and Major Account Code for MAU

1.E.3

FUND TYPE	Expenditure Source	FY08		FY09		FY10		FY11		FY12		FY13		% Change FY12-13	% Change FY08-13
		Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation		
Auxiliary	Commodities	5,069.2	1.34%	3,988.4	0.99%	2,295.2	0.56%	1,723.7	0.38%	2,151.9	0.43%	1,112.9	0.23%	-48%	-78%
	Contractual Services	10,341.0	2.73%	10,565.6	2.62%	11,646.1	2.87%	10,450.7	2.27%	9,080.7	1.82%	9,361.1	1.97%	3%	-9%
	Equipment	128.3	0.03%	44.2	0.01%	368.8	0.09%	9.0	0.00%	487.7	0.10%		0.00%	-100%	-100%
	Land/Buildings	1,415.0	0.37%	156.1	0.04%	397.3	0.10%	584.3	0.13%	489.2	0.10%	2,073.1	0.44%	324%	47%
	Miscellaneous	(666.0)	-0.18%	(1,549.0)	-0.38%	(1,653.0)	-0.41%	(4,146.1)	-0.90%	1,147.0	0.23%	(1,388.4)	-0.29%	-221%	108%
	Salaries & Benefits	4,020.6	1.06%	4,007.9	0.99%	3,703.0	0.91%	3,322.9	0.72%	3,745.0	0.75%	3,587.6	0.76%	-4%	-11%
	Student Aid	166.8	0.04%	121.3	0.03%	198.5	0.05%	216.6	0.05%	363.0	0.07%	294.9	0.06%	-19%	77%
Capital	Travel	61.9	0.02%	66.3	0.02%	55.6	0.01%	42.5	0.01%	38.5	0.01%	25.8	0.01%	-33%	-58%
	Auxiliary Total	20,536.8	5.42%	17,400.7	4.31%	17,011.5	4.19%	12,203.6	2.66%	17,503.1	3.52%	15,067.1	3.18%	-14%	-27%
Capital	Commodities	320.2	0.08%	304.8	0.08%	101.8	0.03%	46.1	0.01%	9.4	0.00%	3.6	0.00%	-62%	-99%
	Contractual Services	701.1	0.18%	1,439.0	0.36%	1,358.1	0.33%	422.8	0.09%	86.7	0.02%	53.0	0.01%	-39%	-92%
	Equipment	44.9	0.01%	57.1	0.01%	(6.3)	0.00%	38.1	0.01%		0.00%		0.00%	N/A	-100%
	Miscellaneous	1.2	0.00%	0.7	0.00%	(0.6)	0.00%	0.2	0.00%	(1.5)	0.00%	(2.9)	0.00%	95%	-341%
	Salaries & Benefits	1,804.7	0.48%	1,462.6	0.36%	1,633.7	0.40%	730.1	0.16%	431.0	0.09%	167.0	0.04%	-61%	-91%
	Student Aid	68.2	0.02%	70.2	0.02%	121.3	0.03%	61.5	0.01%	45.9	0.01%	6.5	0.00%	-86%	-90%
	Travel	67.6	0.02%	68.0	0.02%	100.8	0.02%	44.2	0.01%	22.0	0.00%	5.5	0.00%	-75%	-92%
Designated	Capital Total	3,008.1	0.79%	3,402.4	0.84%	3,308.7	0.81%	1,342.8	0.29%	593.6	0.12%	232.7	0.05%	-61%	-92%
	Commodities	1.3	0.00%	2.8	0.00%	3.1	0.00%	6.4	0.00%	0.2	0.00%	0.9	0.00%	457%	-32%
	Contractual Services	26.1	0.01%	59.7	0.01%	4.7	0.00%	24.7	0.01%	9.6	0.00%	6.7	0.00%	-30%	-74%
	Equipment		0.00%	27.2	0.01%	8.2	0.00%		0.00%		0.00%		0.00%	N/A	N/A
	Land/Buildings	6.7	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	0.00%	-100%
	Miscellaneous	348.4	0.09%	80.0	0.02%	80.0	0.02%	80.0	0.02%	80.0	0.02%	125.2	0.03%	57%	-64%
	Salaries & Benefits	0.9	0.00%	252.9	0.06%	381.2	0.09%	318.8	0.07%	279.8	0.06%	388.4	0.08%	39%	41619%
Designated Restricted	Student Aid	1,314.5	0.35%	1,328.3	0.33%	1,401.1	0.34%	1,357.1	0.30%	1,370.9	0.28%	1,339.3	0.28%	-2%	2%
	Travel	31.1	0.01%	26.4	0.01%	10.2	0.00%	7.6	0.00%	(0.5)	0.00%	3.6	0.00%	-829%	-88%
	Designated Total	1,728.9	0.46%	1,777.3	0.44%	1,888.4	0.46%	1,794.6	0.39%	1,739.9	0.35%	1,864.1	0.39%	7%	8%
	Commodities	6,925.0	1.83%	8,812.9	2.18%	7,808.8	1.92%	6,991.0	1.52%	7,696.5	1.55%	7,772.4	1.64%	1%	12%
	Contractual Services	22,193.6	5.85%	24,990.3	6.19%	26,603.4	6.55%	32,332.5	7.03%	31,894.5	6.41%	28,571.1	6.03%	-10%	29%
	Equipment	8,788.5	2.32%	5,971.9	1.48%	6,364.1	1.57%	5,997.5	1.30%	7,500.0	1.51%	8,313.7	1.75%	11%	-5%
	Land/Buildings	482.9	0.13%	571.2	0.14%	2,546.8	0.63%	27,229.6	5.92%	62,038.3	12.46%	32,816.4	6.92%	-47%	6696%
Restricted	Miscellaneous	1,190.4	0.31%	1,691.9	0.42%	3,168.6	0.78%	3,768.4	0.82%	3,395.9	0.68%	3,441.1	0.73%	1%	189%
	Salaries & Benefits	67,084.2	17.69%	65,670.5	16.27%	69,577.5	17.12%	72,202.1	15.71%	68,624.4	13.78%	68,443.2	14.44%	0%	2%
	Student Aid	5,828.6	1.54%	5,935.7	1.47%	7,016.0	1.73%	9,575.5	2.08%	9,343.0	1.88%	8,801.8	1.86%	-6%	51%
	Travel	7,331.8	1.93%	7,542.6	1.87%	7,496.7	1.84%	8,062.0	1.75%	7,376.6	1.48%	7,820.3	1.65%	6%	7%
	Restricted Total	119,825.1	31.60%	121,187.1	30.02%	130,581.8	32.13%	166,158.6	36.15%	197,869.1	38.74%	165,973.8	35.01%	-16%	39%
Unrestricted	Commodities	24,713.9	6.52%	28,247.6	7.00%	25,189.7	6.20%	27,345.9	5.95%	28,874.2	5.80%	29,761.0	6.28%	3%	20%
	Contractual Services	38,035.4	10.03%	42,118.2	10.43%	41,020.7	10.09%	43,573.8	9.48%	43,159.5	8.67%	43,295.9	9.13%	0%	14%
	Equipment	1,661.7	0.44%	2,858.7	0.71%	1,773.5	0.44%	2,570.9	0.56%	2,263.7	0.45%	6,074.1	1.28%	168%	266%
	Land/Buildings	749.4	0.20%	762.9	0.19%	396.9	0.10%	1,382.0	0.30%	889.0	0.18%	2,106.5	0.44%	137%	181%
	Miscellaneous	5,553.1	1.46%	10,573.3	2.62%	6,930.3	1.71%	15,058.7	3.28%	9,501.3	1.91%	10,526.9	2.22%	11%	90%
	Salaries & Benefits	154,519.2	40.75%	165,074.5	40.89%	168,048.6	41.35%	178,043.9	38.74%	184,383.1	37.04%	187,540.2	39.56%	2%	21%
	Student Aid	3,394.6	0.90%	4,206.2	1.04%	4,359.9	1.07%	4,570.3	0.99%	5,071.8	1.02%	5,660.4	1.19%	12%	67%
Unrestricted Total	Travel	5,474.6	1.44%	6,086.5	1.51%	5,904.9	1.45%	5,574.4	1.21%	6,012.5	1.21%	5,996.4	1.26%	0%	10%
	Grand Total	234,101.9	61.74%	239,927.9	64.39%	253,624.6	62.41%	278,119.8	60.51%	280,155.1	56.27%	290,961.4	61.37%	4%	24%
		379,200.8	100.00%	403,695.4	100.00%	406,414.9	100.00%	459,619.4	100.00%	497,860.7	100.00%	474,105.0	100.00%	-5%	25%

ALL FUNDS

State Appropriations

FY15-FY17 Revenue Expenditure Projections
2.A.1

2.A.1										Assumptions		
FY13	FY14	FY15	Scenario #1	Scenario #2	Scenario #3	Scenario #4	FY16	FY17	FY14	FY15	FY16	FY17
	Projected	Total	-5% GF or -\$8.6M	-2% GF or -\$3.5M	Flat GF or \$1.037M	0.7% GF Incr or \$1,288.0M	(based on Scenario #3)	Note				
YTD as of 11.4.2013	4,739.3	4,739.3	4,739.3	4,739.3	4,739.3	4,739.3	4,739.3					
General Fund Match	164,674.6	171,811.3	163,220.7	168,375.1	171,811.3	173,000.0	173,529.4					
General Fund O&M		2,303.0	-	-	-	-	2,850.0					
Technical Vocational Ed.	1,206.4	1,206.4	1,206.4	1,206.4	1,206.4	1,206.4	1,206.4					
Fuel Trigger	4,033.0	3,500.0	3,500.0	3,000.0	3,000.0	3,000.0	3,000.0					
State Appr. Subtotal	177,737.2	181,257.0	172,666.4	177,320.8	180,757.0	181,945.7	182,475.1	184,210.4				
Receipt Authority												
University Receipts												
Interest Income	(87.3)	(87.3)	(10.0)	(10.0)	(10.0)	(10.0)	(10.0)	(10.0)				
Auxiliary Receipts	15,768.9	16,000.0	16,640.0	16,640.0	16,640.0	16,640.0	17,305.6	17,997.8				
Student Tuition/Fees (net)	41,641.8	42,300.0	43,700.0	43,700.0	43,700.0	43,700.0	45,300.0	46,900.0				
Indirect Cost Recovery	23,389.3	23,600.0	23,800.0	23,800.0	23,800.0	23,800.0	24,038.0	24,278.4				
University Receipts	45,086.9	33,474.4	46,359.0	46,359.0	46,359.0	46,359.0	47,286.2	48,231.9	(1)			
University Rcpts. Subtotal	125,799.6	79,985.1	130,489.0	130,489.0	130,489.0	130,489.0	133,919.8	137,398.1				
Other Funds												
Federal Receipts	88,182.5	89,000.0	89,890.0	89,890.0	89,890.0	89,890.0	90,788.9	91,696.8	(1)			
Federal Stimulus-ARRA												
State Inter Agency Receipts	2,545.3	2,431.5	2,781.0	2,781.0	2,781.0	2,781.0	2,864.4	2,950.4				
MHTAAR	50.0	50.0	50.0	50.0	50.0	50.0	50.0	50.0				
CIP Receipts	6,917.5	5,104.3	3,000.0	3,000.0	3,000.0	3,000.0	5,000.0	5,000.0				
UA Intra Agency Receipts	31,398.8	7,370.8	34,000.0	34,000.0	34,000.0	34,000.0	35,000.0	36,000.0	(2)			
Other Funds Subtotal	129,094.1	93,981.7	129,721.0	129,721.0	131,721.0	134,721.0	133,703.3	135,697.2	(1)			
Rcpt. Authority Subtotal	254,893.7	173,966.8	260,210.0	260,210.0	262,210.0	265,210.0	267,623.1	273,095.3	(3)			
Revenue Total	429,547.0	439,769.7	432,876.4	437,530.8	442,967.0	447,155.7	450,098.2	457,305.7				
Expenditures												
Personal Services	254,859.9	262,505.7	268,280.8	268,280.8	268,280.8	268,280.8	273,646.4	279,119.4	(4)			
Travel	12,977.9	13,263.4	13,555.2	13,555.2	13,555.2	13,555.2	13,853.4	14,158.2				
Contractual	74,080.7	75,710.5	77,376.1	77,376.1	77,376.1	77,376.1	79,078.4	80,818.1				
Commodities	37,100.1	37,916.3	38,750.5	38,750.5	38,750.5	38,750.5	39,603.0	40,474.2				
Equipment	9,494.8	9,862.1	10,079.1	10,079.1	10,079.1	10,079.1	10,300.8	10,527.4				
Land/Buildings	4,526.5	4,626.1	4,727.9	4,727.9	4,727.9	4,727.9	4,831.9	4,938.2				
Student Aid	15,623.6	15,967.3	16,318.6	16,318.6	16,318.6	16,318.6	16,677.6	17,044.5				
M&R (Engineering)							1,629.0	1,664.8				
Misc (less Debt Service)	4,832.4	4,938.7	5,047.4	5,047.4	5,047.4	5,047.4	5,158.4	5,271.9				
Debt Service Total	7,953.0	10,053.0	10,053.0	10,053.0	10,053.0	10,053.0	10,853.0	11,653.0				
Current Debt (principal & interest)	7,953.0	7,953.0	10,053.0	10,053.0	10,053.0	10,053.0	10,053.0	800.0				
Engineering	-	-	-	-	-	-	-	0.0				
Life Sciences	-	1,300.0	0.0	0.0	0.0	0.0	0.0	0.0				
Deferred Maintenance	-	800.0	0.0	0.0	0.0	0.0	0.0	0.0				
Expenditures Total	421,603.9	434,843.1	444,188.5	444,188.5	444,188.5	444,188.5	455,631.9	465,669.7	(5)			
Additional Expenditures and special projects not listed above-cost assumptions												
Utility Cost Increases	2,500.0	2,996.3	2,035.0	2,035.0	2,035.0	2,035.0	2,136.7	2,243.6				
ORCA Bldg - Seward Marine Center	-	167.0	167.0	167.0	167.0	167.0	167.0	167.0				
CTC Hangar	-	195.0	195.0	195.0	195.0	195.0	195.0	195.0				
SAR Facility (Old Rich Hwy, new dish)	-	850.0	178.0	178.0	178.0	178.0	178.0	178.0				
New Facility O&M (Engineering Bldg)	-	-	-	-	-	-	1,000.0	1,022.0				
P3 Dining Lease	-	-	625.0	625.0	625.0	625.0	800.0	1,450.0				
Add'l Expend. Total	-	-	3,200.0	3,200.0	3,200.0	3,200.0	4,476.7	5,255.6	(6)			
TOTAL ALL EXPENDITURES	424,103.9	439,051.4	447,388.5	447,388.5	447,388.5	447,388.5	460,108.6	470,925.3	(1)			
Projected Gain (Shortfall)	5,443.1	718.3	(14,510.0)	(9,857.7)	(4,421.5)	(232.8)	(10,010.4)	(13,619.6)	(7)			
									(8)			
									(9)			
									(10)			

FY15-FY17 Revenue Expenditure Projections

2.A.1

UNRESTRICTED F1 FUNDS ONLY

State Appropriations

UNRESTRICTED F1 FUNDS ONLY										
2.A.1										
State Appropriations										
FY13	FY14		FY15				FY16	FY17	Assumptions	
	Scenario #1	Scenario #2	Scenario #3	Scenario #4	FY14	FY15			FY16	FY17
	YTD as of 11.4.2013	Projected	Total	-5% GF or -\$8.6M	-2% GF or -\$3.5M	Flat GF or \$1.037M	0.7% GF Intr or \$1,288.0M			
General Fund Match	4,739.3	-	4,739.3	4,739.3	4,739.3	4,739.3	4,739.3	4,739.3		
General Fund	168,707.6	-	171,811.3	163,220.7	168,375.1	171,811.3	173,000.0	173,529.4	175,264.7	1.0%
O&M	-	-	2,303.0	-	-	-	-	2,850.0	-	
Technical Vocational Ed.	-	19.8	1,206.4	1,206.4	1,206.4	1,206.4	1,206.4	1,206.4	1,206.4	
State Appr. Subtotal	174,653.3	19.8	177,757.0	169,166.4	174,320.8	177,757.0	178,945.7	179,475.1	181,210.4	
Receipt Authority										
University Receipts										
Interest Income	(87.3)	(87.3)	(87.3)	(10.0)	(10.0)	(10.0)	(10.0)	(10.0)	(10.0)	0.0%
Student Tuition/Fees (net)	41,641.8	19,735.6	42,300.0	43,700.0	43,700.0	43,700.0	43,700.0	45,300.0	46,900.0	\$6/\$12
Indirect Cost Recovery	23,389.3	5,617.5	23,389.3	23,800.0	23,800.0	23,800.0	23,800.0	24,038.0	24,278.4	0.0%
University Receipts	7,294.3	2,681.5	7,294.3	7,440.2	7,440.2	7,440.2	7,440.2	7,589.0	7,740.8	0.0%
University Rcpts. Subtotal	72,238.1	40,101.6	72,896.3	74,930.2	74,930.2	74,930.2	74,930.2	76,917.0	78,909.1	2.0%
Other Funds										
Federal Receipts (post office)	72.0	54.0	72.0	72.0	72.0	72.0	72.0	72.0	72.0	0.0%
State Inter Agency Receipts	60.3	56.7	61.5	63.4	63.4	63.4	63.4	65.3	67.2	3.0%
MHTAAR	50.0	-	50.0	50.0	50.0	50.0	50.0	50.0	50.0	0.0%
CIP Receipts	5,277.6	2,943.0	4,000.0	3,000.0	3,000.0	3,000.0	3,000.0	3,000.0	3,000.0	0.0%
UA Intra Agency Receipts	6,920.3	25,676.5	33,041.3	33,702.1	33,702.1	33,702.1	33,702.1	34,376.1	35,063.7	2.0%
Other Funds Subtotal	12,380.2	28,730.2	37,224.8	36,887.4	36,887.4	36,887.4	36,887.4	37,563.4	38,252.9	2.0%
Rcpt. Authority Subtotal	84,618.3	68,831.8	110,121.1	111,817.6	111,817.6	111,817.6	111,817.6	114,480.4	117,162.0	
Revenue Total	259,271.6	219,026.5	287,878.1	280,984.1	286,138.4	289,574.6	290,763.3	293,955.5	298,372.4	
Expenditures										
Personal Services	167,777.7	37,258.3	172,811.0	176,612.9	176,612.9	176,612.9	176,612.9	180,145.1	183,748.0	3.0%
Travel	5,802.2	1,516.5	4,413.3	5,929.8	6,060.3	6,060.3	6,060.3	6,193.6	6,329.9	2.2%
Contractual	34,736.0	17,117.6	18,382.6	35,500.2	36,281.2	36,281.2	36,281.2	37,079.4	37,895.1	2.2%
Commodities	13,114.7	5,640.5	7,762.7	13,403.2	13,698.1	13,698.1	13,698.1	13,999.5	14,307.4	2.2%
Equipment	6,002.3	319.6	5,814.8	6,134.4	6,269.3	6,269.3	6,269.3	6,407.2	6,548.2	2.2%
Land/Buildings	2,106.5	816.8	1,336.0	2,152.8	2,200.2	2,200.2	2,200.2	2,248.6	2,298.1	2.2%
Student Aid	5,658.3	4,830.5	952.3	5,782.8	5,910.0	5,910.0	5,910.0	6,040.0	6,172.9	2.2%
M&R (Engineering)	-	-	-	-	-	-	-	1,629.0	1,664.8	2.2%
Misc (less Debt Service)	16,283.3	1,927.7	14,713.8	16,641.5	17,007.6	17,007.6	17,007.6	17,381.8	17,764.2	2.2%
Debt Service Total	7,953.0	-	10,053.0	10,053.0	10,053.0	10,053.0	10,053.0	10,853.0	11,653.0	
Current Debt (principal & interest)	7,953.0	-	7,953.0	7,953.0	10,053.0	10,053.0	10,053.0	10,053.0	10,853.0	
Engineering	-	-	-	-	-	-	-	800.0	800.0	
Life Sciences	-	-	1,300.0	1,300.0	-	-	-	0.0	0.0	
Deferred Maintenance	-	-	800.0	800.0	-	-	-	0.0	0.0	
Expenditures Total	259,434.0	69,427.5	198,981.3	268,408.8	274,092.6	274,092.6	274,092.6	281,977.3	288,381.7	
Additional Expenditures-cost assumptions										
Utility Cost Increases	2,500.0	-	2,996.3	2,996.3	2,035.0	2,035.0	2,035.0	2,136.7	2,243.6	5.0%
ORCA Bldg - Seward Marine Center	-	-	167.0	167.0	167.0	167.0	167.0	167.0	167.0	5.0%
CTC Hangar	-	-	195.0	195.0	195.0	195.0	195.0	195.0	195.0	5.0%
SAR Facility (Old Rich Hwy, new dish)	-	-	850.0	850.0	178.0	178.0	178.0	178.0	178.0	5.0%
New Facility O&M (Engineering Bldg)	-	-	-	-	-	-	-	1,000.0	1,022.0	2.2%
P3 Dining Lease	-	-	-	-	625.0	625.0	625.0	800.0	1,450.0	2.2%
Add'l Expend. Total	2,500.0	0.0	3,358.3	4,208.3	3,200.0	3,200.0	3,200.0	4,476.7	5,255.6	
TOTAL ALL EXPENDITURES	261,934.0	69,427.5	202,339.6	272,617.1	277,292.6	277,292.6	277,292.6	286,454.0	293,637.3	
Projected Gain (Shortfall)	(2,662.4)	149,599.0	(133,488.0)	15,261.0	3,691.5	8,845.8	12,282.0	13,470.7	7,501.5	

FY15-FY17 Revenue Expenditure Projections

2.A.1

Notes

- (1) Sikuliaq activity is not included in FY14-FY17 scenarios. Once operational, Sikuliaq activity will impact Revenues in the following areas: Indirect Cost Recovery, Federal Receipts and UA Intra Agency Receipts. It will impact Expenditures in most categories. The full impact in these areas is not yet known; details will continue to develop in the coming months when more information is obtained regarding ship schedule, recharge and restricted fund transactions. When fully operational, annual recharge revenues are expected in the range of \$14-\$16M.
- (2) CIP Receipts: Average DD&C activity is approximately \$3-5M in any given year. FY13 figure is higher because construction in FY13 was increased from previous years. FY15 scenarios assume \$3M based on average construction activities, \$5.0 and \$8.0M for the third and fourth scenarios, respectively, if the state funds capital research in FY15-FY17.
- (3) 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).
- (4) Personal Services projections include regular vacancy rates estimates. Vacancy holds are a regular UAF practice. In FY14, UAF central pulled savings for strategic investments, rather than leaving the savings in each unit. This may be reflected in the end-of-year unreserved fund balance (UF8).
- (5) For FY16, M&R specific to the Engineering building is projected at \$1629.0M which is 1.5% of the total project cost of \$108.6M. This is contingent on receipt of funding in FY15. CPI increases may apply in FY17.
- (6) Engineering Debt Service; \$800K per year begins FY16. Bldg expected to come online in FY16.
- (7) In FY13, total UAF utility costs are \$23.78M. Fairbanks campus projects increase of 12.6% (\$2.996M) in utility costs for FY14 and 7.6% (\$2.035M) increase in FY15. Expected escalation in utility costs is a result of both rate increases from the UAF Power Plant and load growth. The Power Plant's electricity rate increased 10% for FY14 and the steam rate increased 19% over the same period. FY14 will see full utilization of the Life Sciences building. Additionally, the Engineering building will have some impact on electrical loads in FY14. Estimate 5% increase in FY16 and FY17.
- (8) SAR is Synthetic Aperture Radar related to Alaska Satellite Facility (ASF). FY14 one-time payment of \$850K to purchase property off the Old Rich Hwy to put up new dishes. Annual M&R estimated at \$178K.
- (9) New Facilities Impact (Engineering Building); estimate \$3.2M annual cost, pending project completion funds received in FY15. Engineering building O&M projected at \$2850.0M less M&R projection of \$1629.0M (see Note #5), placeholder \$1000.0M as estimated FY16 O&M balance. CPI increases may apply in FY17.
- (10) P3 Dining Lease \$625K in FY15, estimated increase to \$800K in FY16 and \$1.45M in FY17 based on current debt schedules.
- (11) Bottom line projected gain (shortfall) does not include funds set aside for strategic reinvestment.

PROPOSAL REPORT, FY13

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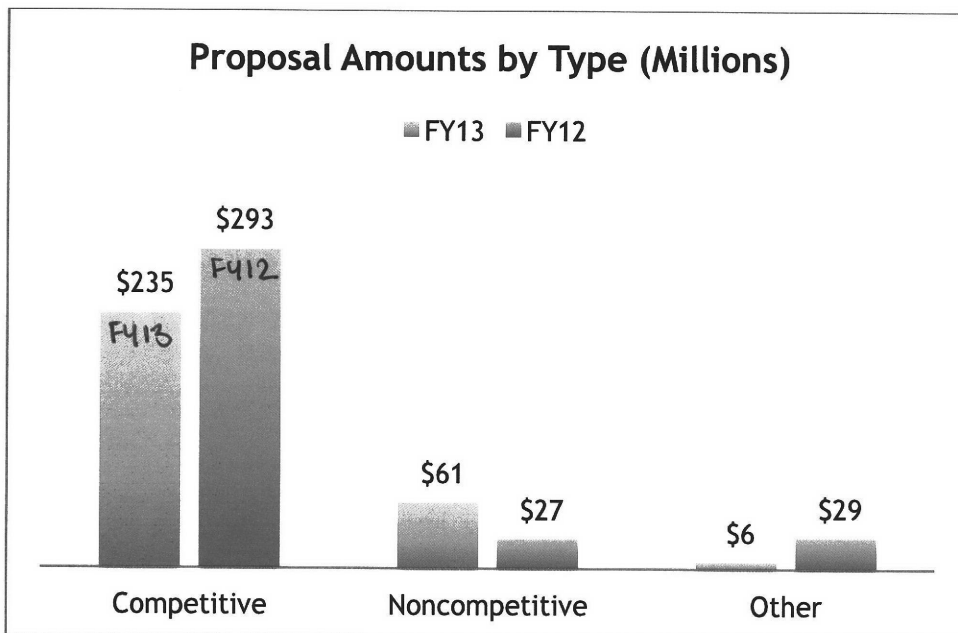
Summary

In FY13, UAF submitted 786 proposals for a total of \$302 million. The majority were new competitive proposals (520, with a total value of \$228 million). Approximately \$52 million was proposed as new noncompetitive funding. 226 FY13 proposals have already been funded, for a total of \$59 million. This high success rate may be due in part to the significant proportion of noncompetitive proposals (29% of submissions).

While proposal values decreased in FY13 (down by 14% from FY12), award values increased by 10%.

Prior Year Comparison- Proposals

While the number of proposal submissions was almost identical in FYs 12 and 13, the total budget amounts proposed decreased by \$48 million, or 14%. In FY13, the total value of competitive proposals decreased, but noncompetitive proposal amounts increased (Fig. 1).



Research Keywords

Alaska, Arctic, Adaptation, Change, Climate, Community, Culture, Ecology, Fisheries, Glaciers, Marine, Ocean Acidification, Ocean Sciences, Permafrost, Space Sciences

Key Agencies- Proposals

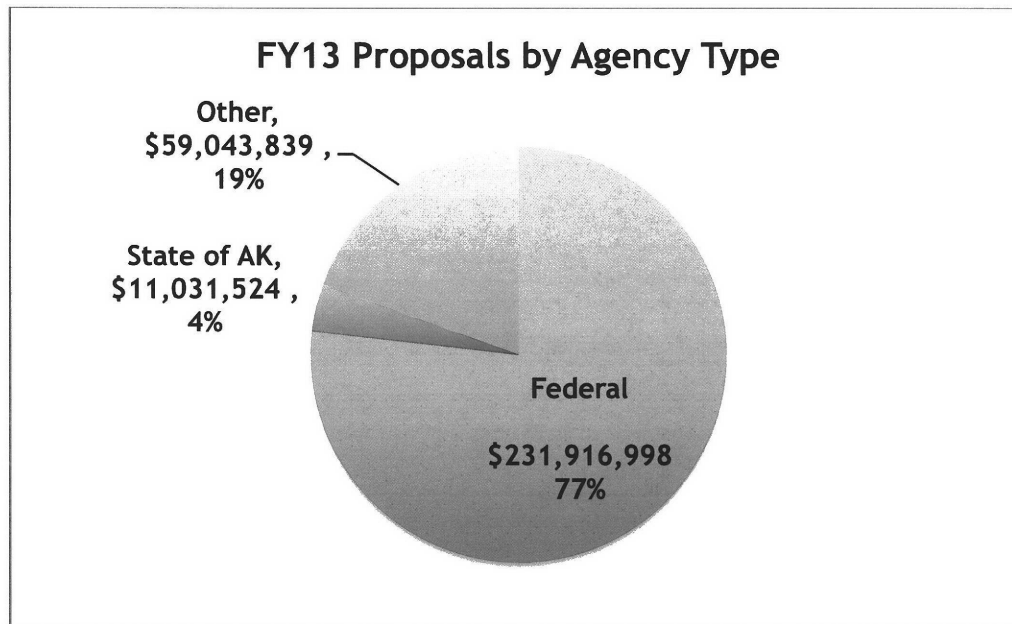
National Science Foundation: 185 new proposals in FY13, ~\$117 million

NASA: 49 new proposals in FY13, ~\$23 million

National Institutes of Health: 16 new proposals in FY13, ~\$18 million

State of Alaska: 60 new proposals in FY13, ~\$11 million

North Pacific Research Board: 49 new proposals in FY13, ~\$5 million



Award notes

440 proposals changed to Awarded status in FY13, with an approximate value of \$144 million. This includes \$25 million for the FY13-18 CIFAR budget. Approximately 30% of award funds were from noncompetitive proposals.

Major funders for FY13 include:

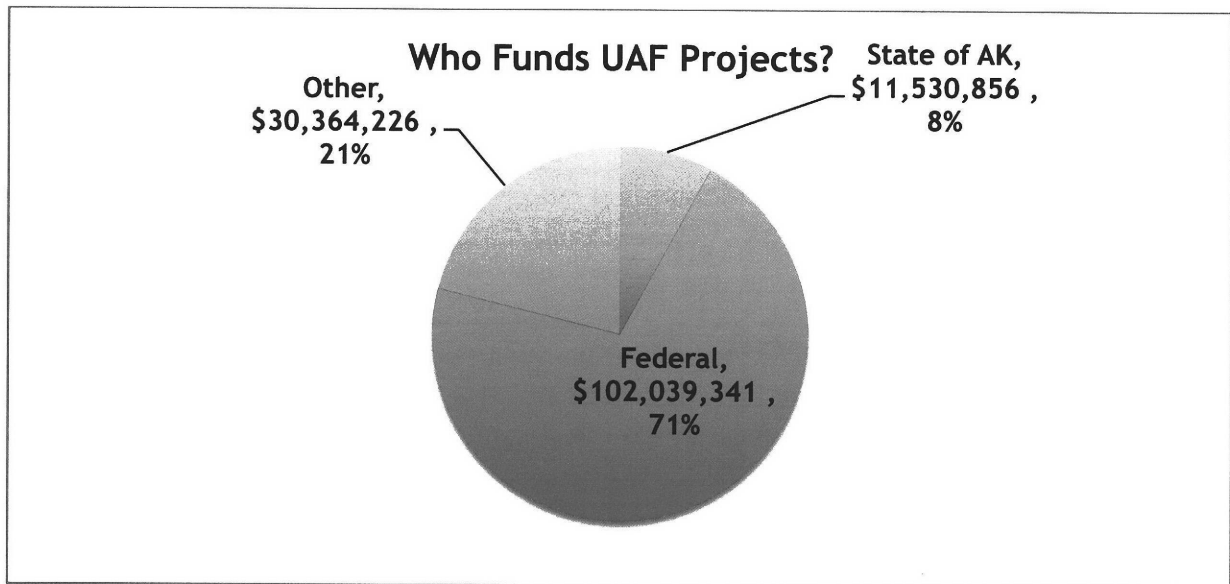
National Science Foundation, 47 new awarded proposals, \$34 million

NOAA, 15 new awarded proposals (including CIFAR Program), \$28 million

Department of Education, 6 new awarded proposals, \$14 million

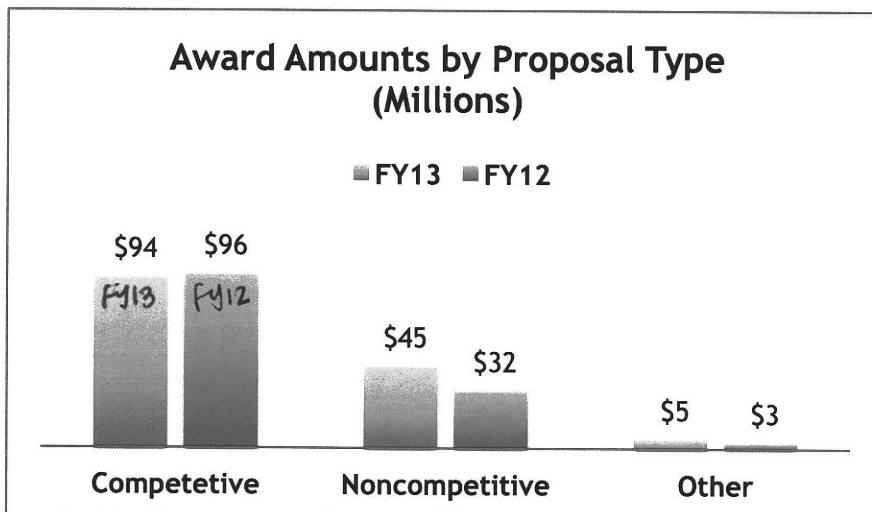
State of Alaska, 61 new awarded proposals, \$11.5 million

NASA, 10 new awarded proposals, \$6 million



Prior Year Comparison- Awards

Award amounts increased by \$14 million, or 10%, from FY12 to FY13. This increase was primarily in the noncompetitive category.



Appendix A: Selected Major Proposals (Budget > \$1 million)

Nettie LaBelle-Hamer: ASF5 Contract Extension. NASA. \$3.75 million

Andrea Ferrante: Role of Conformational Entropy in Ligand-Receptor Interaction. NSF. \$1.38 million.

Andrea Ferrante: Role of Structural Flexibility in Epitope Selection by HLA-DR, NIH. \$1.62 million.

Andrew McDonnell. OA: Assessing the Drivers and Extent of Ocean Acidification in the Northern GOA. NSF. \$1.07 million.

Nettie LaBelle-Hamer: Subcontract #ECELIS-2712-11-11. ITT Corporation. \$1.91 million.

Anupma Prakash: Researching Energy by Networking Educators with Scientists (RENEW). NSF. \$5.80 million.

Bert Boyer: Northern U.S. IDeA-CTR: A Partnership of Rural Health. University of Vermont. \$3.13 million.

Bert Boyer: Improving Air Quality and Respiratory Health in Rural Alaska Native Villages through Community Education. University of Montana. \$1.96 million.

Bert Boyer: Healthy Diets and Activity: A community-led Intervention for Alaska Native People. NIH. \$3.54 million.

Billy Connor: Prospectus for Tier 1 Center: Center for Hazard Resilient Bridges (CHRB). US DOT. \$1.50 million.

Donald Walker: Cumulative Effects of Arctic Oil Development- Planning and Designing for Sustainability. NSF. \$1.40 million.

Donald Hampton: A Distributed Array of Ionospheric Sensors in the Auroral Zone, with Multidisciplinary Applications. NSF. \$1.84 million.

Donald Walker: Yamal LCLUC Synthesis: A synthesis of remote sensing studies, ground observations, and modeling to understand the social-ecological consequences of climate change and resource development on the Yamal Peninsula, Russia and relevance to the circumpolar Arctic. NASA. \$1.20 million.

F. Stuart Chapin III: Linking Theory and Implementation for Climate Change Adaptation in Rural Alaska. NSF. \$1.99 million.

Gwen Holdmann: Sustainable Village Energy: Integration of renewable and diesel systems to improve energy self-reliance for remote rural Alaska communities. Department of Energy. \$3.05 million.

Hajo Eicken: Collaborative Research: Synthesis through collaboration and knowledge transfer in a changing Arctic: Science support for an evolving SEARCH. NSF. \$5.80 million.

Jeremy Jones Jr.: Collaborative Research: Determining the Frequency and Legacy of Thermal Erosion of Permafrost in the Arctic Upland Landscape- Impacts on Carbon and Nutrient Storage and Dynamics. NSF. \$1.99 million.

Juanyu Liu: Tier 1 University Transportation Center: Center for Environmentally Sustainable Transportation in Cold Climates. US DOT. \$1.50 million.

Kenji Yoshikawa: Collaborative Research: Establishing permafrost/active layer monitoring systems in Arctic communities to provide education, outreach, and evaluation for permafrost sustainability. NSF. \$1.40 million.

Larry Hinzman: A Critical Zone Observatory: Permafrost controls on geomorphology, soils, hydrology, and vegetation. NSF. \$5.00 million.

Lawrence Duffy: Alaska SNRP: An Emerging Neuroscience Research and Education Program. NIG. \$4.40 million.

Martin Truffer: Collaborative research: In situ monitoring of stick slip of Whillans Ice Stream. NSF. \$1.86 million.

Matthew Sturm: High Arctic Drift Ice Laboratory (DRIFT-ICE). International Other. \$1.23 million.

Matthew Nolan. ARO: Observing glacier loss and climate change in the eastern Alaskan Arctic as drivers for regional terrestrial, fluvial, and marine ecology. NSF. \$2.40 million.

Matthew Sturm: Collaborative Research-REAL-CP: Research through experiential Arctic learning- climate and permafrost. NSF. \$2.31 million.

Michael Harris: IOS: Determining critical exaptations to vertebrate air breathing in a basal vertebrate, the lamprey. NSF. \$1.23 million.

Michael Harris: Identifying Central Chemoreceptors: Neurotransmitter Phenotypes of Chemosensitive and Insensitive Raphe Neurons. NIH. \$2.52 million.

Michael Harris: Characterizing a Raphe Chemosensory Amplifier. NIH. \$1.50 million.

Michael Garvin: Dimensions: Genetic Basis for Ecological Adaptation through Bioenergetics. NSF. \$1.11 million.

Nicole Misarti: WALRUS- Walrus Adaptability and Long-term Responses; Using multiproxy data to project Sustainability. NSF. \$1.71 million.

Nilimi Hullavarad: Dynamics of Nano-Particulate Material in defining the life cycle and residence time of PM2.5 in Interior Alaska. NSF. \$1.14 million.

Peter Winsor: Mackenzie River Plume Experiment. NSF. \$1.53 million.

Philip Loring: Collaborative Research: Water, Energy, and Food Security in the North: Synergies, tradeoffs, and building community capacity for sustainable futures (Sustainable Futures North). NSF. \$1.23 million.

Seth Danielson: CR: Physical controls of nutrient dynamics, primary productivity, and ocean acidification in a high latitude shelf ecosystem. NSF. \$1.50 million.

Shannon Atkinson: Preserving Tradition: Assessing the impact of environmental contaminants on subsistence culture and seal health in Southeast Alaska. NIH. \$2.78 million.

Stacy Rasmus: Qasgiq (Communal House): Dissemination using Yup'ik indigenous implementation. NIH. \$1.60 million.

Vladimir Romanovsky: AON: Development of sustainable observations of thermal state of permafrost (TSP) in North America and Russia: The U.S. contribution to the Global Terrestrial Network for Permafrost (GTN-P). NSF. \$2.87 million.

Bill Bristow: Developing a new HF source for high-power ionospheric modification and characterizing the physical effects it can produce. Office of Naval Research. \$7.85 million.

Bill Bristow: Collaborative Research: SuperDARN Space Weather Radar- Operations, Research, and Community Support. NSF. \$2.39 million.

Thomas Heinrichs: AK DOT Southeast Roads to Resources. Alaska DOT. \$2.5 million.

Peter Winsor: Arctic tracer release experiment (ARCTREX) applications for mapping spilled oil in Arctic waters. BOEM. \$1.25 million.

David Fee: PCA at I39PW and I52GB. CTBTO. \$1.49 million.

Jeremy Mathis: Assessing Impacts of Ocean Acidification- FY13 State Capitol Appropriation. Alaska State Legislature. \$2.70 million.

Igor Semilitov: CR: Evaluation of rates of permafrost degradation and associated carbon release in the coastal zone of the Siberian Arctic. NSF> \$1.68 million.

Igor Polyakov: Collaborative Research: Eurasion and Makarov Basins Observational Network Targets Changes in the Arctic Ocean- Supplemental Ship Funds. NSF. \$2.51 million.

Larry Hinzman: NGEER. Battle Oak Ridge National Laboratory. \$3.68 million.

Bernice Joseph: USDA Drumbeats 7 Haaghezeto' Year 2. USDA. \$1.31 million.

Thomas Heinrichs: Data Services for North Slope Science Initiative (NSSI). BLM. \$1.25 million.

Elena Sparrow: Full Scale Development Project: Culturally Responsive Informal STEM Learning (CRISTLE). NSF. \$2.99 million.

Teisha Simmons: Throth yeddha' Circles of Health. USDA. \$4.75 million.

Gretchen Gordon: WARN Phase 2 UPS TV Tns & MC. Public Broadcasting Service. \$1.29 million.

Harry Bader: Arctic Operations Capacity Enhancement Project. NSF. \$1.56 million.

John Eichelberger: Hazard SEES Type 2: Learn, Prepare, Prevail: Ensuring Sustainability in Alaska and Similar High-Threat Regions. NSF. \$2.97 million.

Auxiliary Operations FY09-13
3. A. 1

	Residence Life	Hess Village	Wood Center	UAF Bookstore	Univ Tech Ctr - CLOSED (CL)	Parking	UAF Ice Arena	UA Press	UAF Dining Services
FY09									
Beg Fund Balance	2,525.4	296.2	82.7	(514.4)	(794.6)	223.9	(57.5)	(82.6)	30.9
Revenue	7,206.9	671.2	443.2	2,160.2	302.0	1,660.9	417.4	422.8	3,577.7
Expenditures	6,339.7	850.0	397.7	2,798.3	527.6	2,094.2	330.1	710.4	3,459.3
Net Operations	867.2	(178.8)	45.4	(638.1)	(225.5)	(433.4)	87.3	(287.6)	118.5
Transfers	0.0	0.0	(3.0)	(7.6)	0.0	0.0	148.0	(657.6)	0.0
End Fund Balance	3,392.6	117.4	131.2	(1,144.9)	(1,020.2)	(209.5)	(118.3)	287.4	149.3
Inventory			(7.2)	(295.7)				(587.0)	
Total Fund Balance	3,392.6	117.4	124.0	(1,440.5)	(1,020.2)	(209.5)	(118.3)	(299.6)	149.3
FY10									
Beg Fund Balance	3,392.6	117.4	131.2	(1,144.9)	(1,020.2)	(209.5)	(118.3)	287.4	149.3
Revenue	7,305.0	801.9	458.9	822.4	0.0	1,616.8	407.9	395.5	3,711.4
Expenditures	8,093.4	796.7	425.2	1,022.8	0.0	1,851.4	327.3	790.6	3,697.7
Net Operations	(788.4)	5.1	33.7	(200.4)	0.0	(234.6)	80.6	(395.1)	13.7
Transfers	(3.3)	0.0	(0.7)	0.0	(365.0)	(100.0)	145.9	(172.7)	0.0
End Fund Balance	2,607.5	122.5	165.5	(1,345.3)	(655.1)	(344.1)	(183.6)	64.9	163.0
Inventory			(7.4)	(146.3)				(679.6)	
Total Fund Balance	2,607.5	122.5	158.2	(1,491.6)	(655.1)	(344.1)	(183.6)	(614.7)	163.0
FY11									
Beg Fund Balance	2,607.5	122.5	165.5	(1,345.3)	(655.1)	(344.1)	(183.6)	64.9	163.0
Revenue	7,408.5	780.2	485.2	224.9	0.0	1,763.4	423.3	392.6	3,852.1
Expenditures	6,816.3	456.4	453.9	111.2	0.0	1,888.4	330.7	1,095.9	3,629.5
Net Operations	592.2	323.8	31.4	113.7	0.0	(125.0)	92.6	(703.3)	222.6
Transfers	0.0	0.0	(2.2)	(1,325.6)	(655.1)	(150.0)	(92.4)	(790.9)	(5.0)
End Fund Balance	3,199.7	446.3	199.1	94.0	0.0	(319.1)	1.3	152.6	390.6
Inventory			(6.8)	(146.3)				(268.5)	
Total Fund Balance	3,199.7	446.3	192.2	(52.3)	0.0	(319.1)	1.3	(116.0)	390.6
FY12									
Beg Fund Balance	3,199.7	446.3	199.1	94.0	0.0	(319.1)	1.3	152.6	390.6
Revenue	7,637.4	813.0	454.5	106.4	0.0	1,789.7	362.6	367.6	4,161.1
Expenditures	6,272.8	728.5	449.7	213.1	0.0	1,977.2	345.3	664.0	3,657.6
Net Operations	1,364.6	84.5	4.8	(106.7)	0.0	(187.5)	17.3	(296.4)	503.4
Transfers	1,954.3	0.0	(1.6)	0.0	0.0	0.8	(1.4)	(227.5)	579.4
End Fund Balance	2,610.1	530.8	205.4	(12.7)	0.0	(507.4)	20.1	83.7	314.6
Inventory	0.0	0.0	(7.1)	0.0	0.0	0.0	0.0	(274.8)	
Total Fund Balance	2,610.1	530.8	198.4	(12.7)	0.0	(507.4)	20.1	(191.2)	314.6
FY13									
Beg Fund Balance	2,610.1	530.8	205.4	(12.7)	0.0	(507.4)	20.1	83.7	314.6
Revenue	7,651.5	826.7	403.4	108.3	0.0	1,951.1	378.4	381.4	4,275.8
Expenditures	5,616.7	521.6	388.1	12.2	0.0	2,017.9	396.6	818.5	5,781.6
Net Operations	2,034.8	305.1	15.3	96.1	0.0	(66.8)	(18.2)	(437.1)	(1,505.9)
Transfers	2,297.2	0.0	0.0	2.4	0.0	(249.3)	(25.9)	(233.4)	(2,006.4)
End Fund Balance	2,347.7	835.8	220.7	81.1	0.0	(324.8)	27.8	(120.0)	815.2
Inventory	0.0	0.0	(5.5)	0.0	0.0	0.0	0.0	(244.7)	0.0
Total Fund Balance	2,347.7	835.8	215.2	81.1	0.0	(324.8)	27.8	(364.7)	815.2

* FY13 fund balance as of 08/19/13

Closed (CL) - indicate the auxiliary is closed out as of FY13.

Auxiliary Operations FY09-13
3. A. 1

	CC Bookstore	KU Bookstore - CLOSED (CL)	KU Dorm & Food Serv	NW Bookstore	RC Bookstores	Total
FY09						
Beg Fund Balance	2.3	(91.2)	(50.5)	(1.3)	434.0	2,003.3
Revenue	2.3	91.8	402.3	14.3	1,047.1	18,420.0
Expenditures	7.6	82.9	382.9	12.1	974.8	18,967.5
Net Operations	(5.3)	8.9	19.3	2.3	72.3	(547.5)
Transfers	0.0	(65.5)	(145.7)	0.0	0.0	(731.3)
End Fund Balance	(3.0)	(16.7)	114.5	1.0	506.3	2,187.1
Inventory	(6.9)			(2.2)	(464.3)	(1,363.2)
Total Fund Balance	(9.9)	(16.7)	114.5	(1.2)	42.0	823.9
FY10						
Beg Fund Balance	(3.0)	(16.7)	114.5	1.0	506.3	2,187.1
Revenue	11.8	4.2	511.6	16.5	1,164.8	17,228.7
Expenditures	10.5	(0.1)	409.4	13.7	1,223.9	18,662.4
Net Operations	1.4	4.3	102.2	2.8	(59.1)	(1,433.7)
Transfers	0.0	0.0	0.0	0.0	0.0	(495.8)
End Fund Balance	(1.6)	(12.4)	216.7	3.8	447.2	1,249.1
Inventory	(7.8)			(1.7)	(1,557.4)	(2,400.2)
Total Fund Balance	(9.4)	(12.4)	216.7	2.1	(1,110.2)	(1,151.1)
FY11						
Beg Fund Balance	(1.6)	(12.4)	216.7	3.8	447.2	1,249.1
Revenue	5.3	1.7	451.4	24.3	1,019.5	16,832.3
Expenditures	2.0	0.0	419.6	18.9	1,130.4	16,353.2
Net Operations	3.3	1.7	31.8	5.4	(111.0)	479.1
Transfers	0.0	0.0	0.0	0.0	0.0	(3,021.2)
End Fund Balance	1.6	(10.7)	248.5	9.2	336.3	4,749.4
Inventory	(7.8)			(1.7)	(864.6)	(1,295.7)
Total Fund Balance	(6.1)	(10.7)	248.5	7.5	(528.3)	3,453.8
FY12						
Beg Fund Balance	1.6	(10.7)	248.5	9.2	336.3	4,749.4
Revenue	0.3	0.1	325.8	16.5	979.4	17,014.5
Expenditures	0.0	0.0	393.2	14.1	1,642.5	16,358.1
Net Operations	0.3	0.1	(67.4)	2.4	(663.1)	656.4
Transfers	0.0	(10.6)	0.0	0.0	0.1	2,293.5
End Fund Balance	2.0	0.0	181.1	11.6	(327.0)	3,112.4
Inventory	(7.8)			(1.7)	(571.4)	(862.8)
Total Fund Balance	(5.8)	0.0	181.1	9.9	(898.4)	2,249.6
FY13						
Beg Fund Balance	2.0	0.0	181.1	11.6	(327.0)	3,112.4
Revenue	0.1	0.0	322.5	12.4	645.5	16,957.0
Expenditures	0.0	0.0	414.2	9.2	485.5	16,462.1
Net Operations	0.1	0.0	(91.7)	3.2	160.0	494.9
Transfers	0.0	0.0	0.0	0.0	0.0	(215.5)
End Fund Balance	2.0	0.0	89.4	14.8	(167.0)	3,822.7
Inventory	(7.8)	0.0	0.0	(1.7)	(673.8)	(933.5)
Total Fund Balance	(5.7)	0.0	89.4	13.1	(840.8)	2,889.3

* FY13 fund balance as of 08/19/13

Closed (CL) - indicate the auxiliary is closed out as of FY13.

Recharge Operations FY09-13

3.A.2

	Vehicle & Equip Pool	Printing Services	Copy Pool	Physical Plant (Maint & Ops)	Utilities	Warehouse	Design & Constr	Real Estate Mgmt	Plan Code Review	Polar Express	Physical Plant T&M	IAB Toolik Field Station	IAB Lab Analysis
FY09													
Beg Fund Balance	(141.2)	(272.9)	16.0	(703.6)	2,450.2	(150.1)	204.5	85.8	160.6	(345.5)	77.5	255.6	(40.0)
Revenue	2,949.1	804.2	313.2	7,164.1	4,664.9	5,084.7	1,953.6	1,769	35.8	446.4	93.9	527.1	7.5
Expenditures	2,468.2	867.6	354.0	7,510.5	15,221.5	5,012.7	2,683.1	2,178	73.7	399.0	0.0	427.7	6.6
Net Operations	480.9	(63.3)	(40.8)	(346.4)	(10,556.7)	72.0	(729.5)	(40.9)	(38.0)	47.5	93.9	99.4	1.0
Transfers	178.1	0.0	0.0	(27.3)	(9,937.9)	28.2	(122.4)	0.0	0.0	(90.0)	93.9	0.0	0.0
End Fund Balance	161.7	(336.2)	(24.9)	(1,022.7)	1,831.4	(106.3)	(402.7)	44.8	122.6	(208.0)	77.5	355.0	(39.1)
Depr Reserve Fund Bal	1,586.3	150.1	11.4	103.6	971.3	6.7	(43.8)	(0.0)	3.0	126.4	16.6	16.6	0.7
Total Fund Bal	1,748.0	(186.2)	(13.5)	(919.1)	2,802.7	(99.6)	(446.5)	44.8	125.6	(81.6)	77.5	371.6	(38.3)
FY10													
Beg Fund Balance	161.7	(336.2)	(24.9)	(1,022.7)	1,831.4	(106.3)	(402.7)	44.8	122.6	(208.0)	77.5	355.0	(39.1)
Revenue	2,741.9	772.6	305.1	8,024.1	4,647.7	4,837.9	2,194.5	1,66.3	24.2	333.0	77.1	707.5	1.3
Expenditures	2,410.2	850.8	309.1	7,328.6	15,116.4	4,763.8	2,307.2	1,76.8	3.3	506.5	0.0	612.7	1.2
Net Operations	331.7	(78.2)	(4.0)	695.6	(10,468.7)	74.1	(112.6)	(10.5)	20.9	(173.6)	77.1	94.8	0.1
Transfers	201.7	0.0	0.0	(18.1)	(10,201.2)	(19.8)	(0.3)	0.0	0.0	(90.0)	77.1	0.0	(10.0)
End Fund Balance	291.7	(414.4)	(28.9)	(309.0)	1,564.0	(12.4)	(515.0)	34.3	143.5	(291.6)	77.5	449.7	(29.0)
Depr Reserve Fund Bal	1,783.1	27.5	13.6	111.9	1,155.9	6.7	(15.9)	(0.0)	3.0	122.2	0.7	24.8	0.7
Total Fund Bal	2,074.8	(387.0)	(15.3)	(197.1)	2,719.9	(5.7)	(530.9)	34.3	146.5	(169.4)	77.5	474.5	(28.2)
FY11													
Beg Fund Balance	291.7	(414.4)	(28.9)	(309.0)	1,564.0	(12.4)	(515.0)	34.3	143.5	(291.6)	77.5	449.7	(29.0)
Revenue	2,754.4	772.7	313.7	8,711.4	3,473.8	5,216.8	3,224.3	194.3	0.0	368.9	101.4	906.7	0.3
Expenditures	2,339.0	886.9	359.6	7,935.5	15,182.0	5,142.1	2,940.8	185.1	7.5	435.4	0.0	1,020.9	0.2
Net Operations	415.4	(114.2)	(45.9)	776.0	(11,708.2)	74.8	283.5	9.1	(7.5)	(66.6)	101.4	(114.2)	0.1
Transfers	138.8	0.0	0.0	220.9	(11,558.6)	17.2	(1.2)	0.0	0.0	(390.0)	101.4	0.0	(28.9)
End Fund Balance	568.3	(528.6)	(74.8)	246.1	1,414.4	45.1	(230.3)	43.5	136.1	31.9	77.5	335.5	0.0
Depr Reserve Fund Bal	1,798.0	57.5	15.3	119.7	1,337.6	6.7	(7.8)	(0.0)	3.0	20.8	0.7	32.9	0.7
Total Fund Bal	2,366.2	(471.2)	(59.5)	365.9	2,752.0	51.8	(238.2)	43.5	139.0	52.6	77.5	368.5	0.7
FY12													
Beg Fund Balance	568.3	(528.6)	(74.8)	246.1	1,414.4	45.1	(230.3)	43.5	136.1	31.9	77.5	335.5	0.0
Revenue	2,111.0	771.9	319.5	8,292.9	3,675.8	5,507.4	5,706.3	177.0	0.0	378.8	95.9	756.4	0.0
Expenditures	2,012.7	761.4	332.2	7,591.3	16,957.9	5,470.5	3,881.3	173.0	32.9	741.8	0.0	1,085.5	0.0
Net Operations	98.3	10.4	(12.7)	701.6	(13,282.1)	36.9	1,825.0	4.0	(32.9)	(363.0)	95.9	(329.2)	0.0
Transfers	88.4	0.4	0.0	264.5	(12,757.1)	8.9	(1.0)	0.0	0.0	(355.8)	95.9	0.0	0.0
End Fund Balance	578.2	(518.6)	(87.4)	683.2	889.4	73.1	1,595.7	47.5	103.2	24.6	77.5	6.4	0.0
Depr Reserve Fund Bal	1,493.6	(13.0)	14.2	119.7	1,492.5	6.7	18.0	(0.0)	3.0	12.7	32.9	32.9	0.7
Total Fund Bal	2,071.8	(531.6)	(73.2)	802.9	2,381.9	79.8	1,613.7	47.5	106.1	37.3	77.5	39.3	0.7
FY13													
Beg Fund Balance	578.2	(518.6)	(87.4)	683.2	889.4	73.1	1,595.7	47.5	103.2	24.6	77.5	6.4	0.0
Revenue	2,096.1	741.5	323.9	6,912.1	4,304.6	5,876.1	6,126.7	212.1	0.0	178.2	100.6	565.9	0.0
Expenditures	2,129.0	837.3	346.6	7,066.8	18,250.3	5,816.6	4,903.5	195.3	13.4	433.8	0.0	739.7	0.0
Net Operations	(32.8)	(95.9)	(22.7)	(154.6)	(13,945.8)	59.4	1,223.2	16.8	(13.4)	(255.5)	100.6	(173.8)	0.0
Transfers	78.7	(249.6)	0.0	227.1	(15,364.1)	11.5	(0.1)	0.0	0.0	(226.5)	100.1	0.0	0.0
End Fund Balance	466.6	(364.8)	(110.2)	301.4	2,307.7	121.1	2,819.0	64.3	89.8	(4.4)	78.0	(167.4)	0.0
Depr Reserve Fund Bal	1,454.4	57.5	14.7	127.1	1,636.0	6.7	40.6	(0.0)	3.0	0.0	0.0	54.7	0.7
Total Fund Bal	1,921.0	(307.4)	(95.5)	428.5	3,943.7	127.7	2,859.6	64.3	92.7	(4.4)	78.0	(112.7)	0.7

CLOSED (CL) - indicate the recharge is closed out as of FY13.

Recharge Operations FY09-13
3.A.2

	IAB Vehicle Shop	IAB T&M	RC CDE Design & Develop - CLOSED (CL)	SFOS Alpha Helix	SFOS Kasistina Bay	SFOS ASLC Analytic Serv	SFOS T&M	GI Proposal Office - CLOSED (CL)	GI Electronic Shop	GI Machine Shop	GI Digital Design - CLOSED (CL)	GI Computer Res Ctr - CLOSED (CL)	GI Vehicle- CLOSED (CL)
FY09													
Beg Fund Balance	(118.5)	82.6	46.8	65.6	(3.3)	(132.7)	5.6	17.0	(325.6)	(639.3)	(51.2)	(53.9)	(39.8)
Revenue	0.3	358.4	10.6	0.0	0.0	86.6	46.0	217.0	286.2	380.2	82.1	694.1	53.0
Expenditures	28.4	649.7	23.2	0.0	0.0	118.2	43.9	335.9	111.8	(91.5)	158.0	866.1	60.8
Net Operations	(28.1)	(291.4)	(12.6)	0.0	0.0	(31.7)	2.1	(118.9)	174.3	471.7	(75.9)	(172.0)	(7.8)
Transfers	(35.0)	(282.0)	0.0	0.0	0.0	0.0	0.0	(101.9)	(101.6)	(110.3)	(127.1)	(226.0)	(47.5)
End Fund Balance	(111.6)	73.3	34.1	65.6	(3.3)	(164.3)	7.7	0.0	(49.6)	(57.3)	0.0	0.0	0.0
Depr Reserve Fund Bal	37.6		31.2			25.7		0.0	(8.9)	(22.1)	0.0	0.0	
Total Fund Bal	(74.0)	73.3	65.4	65.6	(3.3)	(138.6)	7.7	0.0	(58.5)	(79.5)	0.0	0.0	0.0
FY10													
Beg Fund Balance	(111.6)	73.3	34.1	65.6	(3.3)	(164.3)	7.7	0.0	(49.6)	(57.3)	0.0	0.0	0.0
Revenue	0.0	293.9	0.0	0.0	0.0	31.3	24.0	0.0	336.7	433.9	0.0	0.0	0.0
Expenditures	18.6	665.0	0.6	0.0	0.0	30.4	56.7	1.5	390.4	453.9	0.0	0.0	0.0
Net Operations	(18.6)	(371.1)	(0.6)	0.0	0.0	0.9	(32.7)	(1.5)	(53.7)	(20.1)	0.0	0.0	0.0
Transfers	(25.0)	(452.0)	0.0	0.0	0.0	0.0	0.0	0.0	(31.3)	(38.7)	0.0	0.0	0.0
End Fund Balance	(105.2)	(145.8)	33.6	65.6	(3.3)	(163.4)	(25.1)	(1.5)	(72.1)	(38.7)	0.0	0.0	0.0
Depr Reserve Fund Bal	38.4		32.9			40.0		0.0	(6.1)	(14.9)	0.0	0.0	
Total Fund Bal	(66.8)	(145.8)	66.5	65.6	(3.3)	(123.5)	(25.1)	(1.5)	(78.1)	(53.7)	0.0	0.0	0.0
FY11													
Beg Fund Balance	(105.2)	(145.8)	33.6	65.6	(3.3)	(163.4)	(25.1)	(1.5)	(72.1)	(38.7)	0.0	0.0	0.0
Revenue	0.0	208.9	0.0	0.0	0.0	62.3	49.4	0.0	412.3	293.8	0.0	0.0	0.0
Expenditures	13.5	586.2	26.2	0.0	0.0	51.6	26.5	0.0	423.1	419.9	0.0	0.0	0.0
Net Operations	(13.5)	(377.3)	(26.2)	0.0	0.0	10.7	22.8	0.0	(10.8)	(126.1)	0.0	0.0	0.0
Transfers	(118.7)	(429.7)	0.0	0.0	0.0	0.0	0.0	(1.5)	(89.7)	(132.3)	0.0	0.0	0.0
End Fund Balance	0.0	(93.4)	7.3	65.6	(3.3)	(152.7)	(2.2)	0.0	6.9	(32.5)	0.0	0.0	0.0
Depr Reserve Fund Bal	39.2		0.0			33.8			(3.3)	(7.7)			
Total Fund Bal	39.2	(93.4)	7.3	65.6	(3.3)	(119.0)	(2.2)	0.0	3.6	(40.2)	0.0	0.0	0.0
FY12													
Beg Fund Balance	0.0	(93.4)	7.3	65.6	(3.3)	(152.7)	(2.2)	0.0	6.9	(32.5)	0.0	0.0	0.0
Revenue	0.0	0.0	0.0	0.0	0.0	27.6	8.0	0.0	403.4	304.9	0.0	0.0	0.0
Expenditures	0.0	0.0	7.2	0.0	0.0	50.7	32.7	0.0	376.3	446.1	0.0	0.0	0.0
Net Operations	0.0	0.0	(7.2)	0.0	0.0	(23.1)	(24.7)	0.0	27.1	(141.2)	0.0	0.0	0.0
Transfers	0.0	0.0	0.0	0.0	0.0	(100.0)	0.0	0.0	0.0	(300.0)	0.0	0.0	0.0
End Fund Balance	0.0	(93.4)	0.2	65.6	(3.3)	(75.8)	(26.9)	0.0	34.0	126.4	0.0	0.0	0.0
Depr Reserve Fund Bal	39.2		0.0			33.8			0.5	0.5			
Total Fund Bal	39.2	(93.4)	0.2	65.6	(3.3)	(42.0)	(26.9)	0.0	34.5	126.9	0.0	0.0	0.0
FY13													
Beg Fund Balance	0.0	(93.4)	0.2	65.6	(3.3)	(75.8)	(26.9)	0.0	34.0	126.4	0.0	0.0	0.0
Revenue	0.0	0.0	0.0	0.0	0.0	36.3	63.6	0.0	337.0	245.8	0.0	0.0	0.0
Expenditures	0.0	0.1	0.0	0.0	0.0	42.4	59.7	0.0	365.2	454.8	0.0	0.0	0.0
Net Operations	0.0	(0.1)	0.0	0.0	(0.0)	(6.1)	3.9	0.0	(28.2)	(209.1)	0.0	0.0	0.0
Transfers	0.0	0.0	0.2	0.0	0.0	(81.8)	0.0	0.0	0.0	(150.0)	0.0	0.0	0.0
End Fund Balance	0.0	(93.5)	0.0	65.6	(3.4)	(0.1)	(23.1)	0.0	5.8	67.3	0.0	0.0	0.0
Depr Reserve Fund Bal	39.2	0.0	0.0	0.0	0.0	33.8	0.0	0.0	0.4	6.7	0.0	0.0	0.0
Total Fund Bal	39.2	(93.5)	0.0	65.6	(3.4)	33.7	(23.1)	0.0	6.2	74.0	0.0	0.0	0.0

CLOSED (CL) - indicate the recharge is closed out as of FY13.

Recharge Operations FY09-13
3.A.2

	GI Stockrm - CLOSED (CL)	GI Copy Pool - CLOSED (CL)	GI Map Office - CLOSED (CL)	GI T&M	CEM INE Mass Spec	OIT Telephone	OIT Network Services - CLOSED (CL)	OIT Server	OIT Meeting Maker - CLOSED (CL)	OIT Software Appl Services	OIT Video Production - CLOSED (CL)	Library Photo - CLOSED (CL)	Library Graphics
FY09													
Beg Fund Balance	(19.0)	(53.0)	(42.7)	(1.0)	(19.0)	746.1	0.0	(80.7)	(2.1)	11.0	1.0	(10.7)	4.6
Revenue	10.1	9.3	64.6	124.6	238.3	1,396.8	0.0	147.3	43.7	43.8	10.9	179.3	85.5
Expenditures	114.9	23.7	99.0	112.5	260.6	1,429.7	0.0	82.3	37.4	29.1	7.9	193.3	87.7
Net Operations	(104.8)	(14.4)	(34.4)	12.1	(22.4)	(32.9)	0.0	65.0	6.3	14.7	2.9	(13.1)	(2.2)
Transfers	(123.8)	(67.3)	(77.1)	0.9	(41.4)	0.0	0.0	(16.0)	0.0	0.0	0.0	0.0	0.0
End Fund Balance	0.0	0.0	0.0	10.2	0.0	713.2	0.0	0.3	4.2	25.7	3.9	(23.8)	2.4
Depr Reserve Fund Bal	0.0	0.0	0.0	0.0	89.8	42.3	0.0	16.3	0.5	0.5	2.2	(5.4)	4.1
Total Fund Bal	0.0	0.0	0.0	10.2	89.8	755.5	0.0	16.6	4.2	26.2	6.2	(29.3)	6.5
FY10													
Beg Fund Balance	0.0	0.0	0.0	10.2	0.0	713.2	0.0	0.3	4.2	25.7	3.9	(23.8)	2.4
Revenue	18.9	0.0	0.0	67.2	293.9	1,330.4	0.0	100.5	14.6	24.3	0.0	176.2	77.5
Expenditures	18.9	0.0	0.0	64.2	216.8	1,459.2	0.0	88.9	7.3	36.0	6.7	174.2	77.8
Net Operations	0.0	0.0	0.0	3.1	77.2	(128.8)	0.0	11.6	7.3	(11.8)	(6.7)	2.0	(0.3)
Transfers	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
End Fund Balance	0.0	0.0	0.0	13.3	77.2	584.4	0.0	11.9	11.5	14.0	(2.7)	(21.8)	2.1
Depr Reserve Fund Bal	0.0	0.0	0.0	0.0	149.3	143.5	0.0	20.2	0.4	0.4	2.2	1.0	4.1
Total Fund Bal	0.0	0.0	0.0	13.3	226.4	727.8	0.0	32.1	11.5	14.3	(0.5)	(20.8)	6.2
FY11													
Beg Fund Balance	0.0	0.0	0.0	13.3	77.2	584.4	0.0	11.9	11.5	14.0	(2.7)	(21.8)	2.1
Revenue	0.0	0.0	0.0	156.2	306.3	1,554.5	0.0	98.3	0.0	17.4	0.0	222.5	86.3
Expenditures	0.0	0.0	0.0	186.6	248.3	1,787.5	0.0	92.8	11.5	10.1	0.0	195.5	83.7
Net Operations	0.0	0.0	0.0	(30.3)	57.9	(232.9)	0.0	5.5	(11.5)	7.3	0.0	27.0	2.6
Transfers	0.0	0.0	0.0	(8.7)	0.0	(441.4)	0.0	0.0	0.0	0.0	(2.7)	0.0	0.0
End Fund Balance	0.0	0.0	0.0	(8.4)	135.1	792.9	0.0	17.4	(0.0)	21.3	0.0	5.2	4.8
Depr Reserve Fund Bal	0.0	0.0	0.0	0.0	193.6	90.4	0.0	5.1	0.3	0.3	0.0	7.5	4.1
Total Fund Bal	0.0	0.0	0.0	(8.4)	328.7	883.2	0.0	22.4	(0.0)	21.5	0.0	12.7	8.9
FY12													
Beg Fund Balance	0.0	0.0	0.0	(8.4)	135.1	792.9	0.0	17.4	(0.0)	21.3	0.0	5.2	4.8
Revenue	0.0	0.0	0.0	180.2	275.5	1,488.2	0.0	104.7	0.0	1.6	0.0	100.4	83.0
Expenditures	0.0	0.0	0.0	221.0	206.9	2,443.1	0.0	106.4	0.0	9.1	0.0	171.9	84.2
Net Operations	0.0	0.0	0.0	(40.8)	68.5	(954.9)	0.0	(1.7)	0.0	(7.5)	0.0	(71.5)	(1.2)
Transfers	0.0	0.0	0.0	(53.0)	0.0	(168.6)	0.0	0.0	0.0	0.0	0.0	(72.5)	0.0
End Fund Balance	0.0	0.0	0.0	3.8	203.6	6.5	0.0	15.7	(0.0)	13.7	0.0	6.2	3.5
Depr Reserve Fund Bal	0.0	0.0	0.0	0.0	193.6	633.7	0.0	2.0	0.2	0.2	0.0	7.5	4.1
Total Fund Bal	0.0	0.0	0.0	3.8	397.2	640.2	0.0	17.7	(0.0)	13.9	0.0	13.7	7.6
FY13													
Beg Fund Balance	0.0	0.0	0.0	3.8	203.6	6.5	0.0	15.7	(0.0)	13.7	0.0	6.2	3.5
Revenue	0.0	0.0	0.0	221.3	248.1	2,836.6	0.0	131.8	0.0	0.0	0.0	0.0	90.9
Expenditures	0.0	0.0	0.0	244.0	219.0	2,836.3	0.0	109.3	0.0	0.1	0.0	0.0	105.2
Net Operations	0.0	0.0	0.0	(22.7)	29.1	0.3	0.0	22.5	0.0	(0.1)	0.0	0.0	(14.3)
Transfers	0.0	0.0	0.0	(114.6)	(0.4)	(231.5)	0.0	0.0	0.0	0.0	0.0	6.2	0.0
End Fund Balance	0.0	0.0	0.0	95.7	233.2	238.3	0.0	38.2	(0.0)	(0.1)	0.0	0.0	(10.7)
Depr Reserve Fund Bal	0.0	0.0	0.0	0.0	22.6	(329.0)	0.0	11.0	0.0	(0.1)	0.0	0.0	4.1
Total Fund Bal	0.0	0.0	0.0	95.7	255.8	(90.7)	0.0	49.2	(0.0)	(0.2)	0.0	-	(6.7)

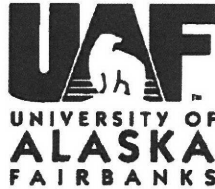
CLOSED (CL) - indicate the recharge is closed out as of FY13.

Recharge Operations FY09-13

3.A.2

	VCR Animal Resources Center	Intl Programs Immigration Support - CLOSED (CL)	CNSM Adv Instrument Lab	Procurement Leasing - CLOSED (CL)	Fin Aid T&M	Total
FY09						
Beg Fund Balance	(83.9)	0.0	58.5	2.7	133.2	1,095.8
Revenue	44.7	16.7	246.3	0.0	71.9	29,169.3
Expenditures	53.1	16.6	305.1	0.0	84.2	40,483.2
Net Operations	(8.4)	0.0	(58.8)	0.0	(12.3)	(11,313.9)
Transfers	(98.7)	0.0	(103.0)	0.0	0.0	(11,435.1)
End Fund Balance	6.4	0.0	102.7	2.7	120.9	1,217.1
Depr Reserve Fund Bal	(6.7)		196.4			3,335.1
Total Fund Bal	(0.3)	0.0	299.0	2.7	120.9	4,552.1
FY10						
Beg Fund Balance	6.4	0.0	102.7	2.7	120.9	1,217.1
Revenue	36.3	0.0	214.0	0.0	62.4	28,369.2
Expenditures	55.0	0.0	334.1	0.0	78.5	38,621.3
Net Operations	(18.7)	0.0	(120.0)	0.0	(16.1)	(10,252.1)
Transfers	(17.4)	0.0	(0.4)	0.0	0.0	(10,325.3)
End Fund Balance	5.1	0.0	(17.0)	2.7	104.8	1,290.3
Depr Reserve Fund Bal	(5.9)		212.2			3,850.7
Total Fund Bal	(0.9)	0.0	195.2	2.7	104.8	5,141.0
FY11						
Beg Fund Balance	5.1	0.0	(17.0)	2.7	104.8	1,290.3
Revenue	29.3	0.0	232.2	0.0	93.1	29,861.5
Expenditures	57.2	0.0	322.5	0.0	87.4	41,064.9
Net Operations	(27.8)	0.0	(90.3)	0.0	5.8	(11,203.3)
Transfers	(26.4)	0.0	(125.0)	0.0	0.0	(12,876.6)
End Fund Balance	3.6	(0.0)	17.7	2.7	110.5	2,963.6
Depr Reserve Fund Bal	(5.1)		232.0			3,974.0
Total Fund Bal	(1.6)	(0.0)	249.7	2.7	110.5	6,937.6
FY12						
Beg Fund Balance	3.6	0.0	17.7	2.7	110.5	2,963.6
Revenue	142.9	0.0	236.4	0.0	70.6	31,220.1
Expenditures	178.7	0.0	302.8	0.0	96.6	43,774.2
Net Operations	(35.8)	0.0	(66.5)	0.0	(26.0)	(12,554.0)
Transfers	0.0	0.0	(101.0)	0.0	0.0	(13,450.8)
End Fund Balance	(32.2)	0.0	52.2	2.7	84.6	3,860.3
Depr Reserve Fund Bal	(5.1)		232.0			4,322.9
Total Fund Bal	(37.4)	0.0	284.2	2.7	84.6	8,183.2
FY13						
Beg Fund Balance	(32.2)	0.0	52.2	2.7	84.6	3,860.3
Revenue	157.8	0.0	194.3	0.0	99.2	32,100.4
Expenditures	172.5	0.0	357.3	0.0	95.3	45,793.5
Net Operations	(14.7)	0.0	(163.0)	0.0	3.9	(13,693.1)
Transfers	0.0	0.0	(104.0)	2.7	0.0	(16,082.4)
End Fund Balance	(46.9)	0.0	(6.8)	0.0	88.5	6,249.6
Depr Reserve Fund Bal	(18.2)	0.0	28.4	0.0	0.0	3,194.2
Total Fund Bal	(65.1)	0.0	21.6	-	88.5	9,443.8

CLOSED (CL) - indicate the recharge is closed out as of FY13.



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Administrative Services

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

MEMORANDUM

To: Brian Rogers, Chancellor

From: Pat Pitney, Vice Chancellor for Administrative Services

CC: Susan Henrichs, Provost
Bernice Joseph, 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
Bob Shefchik, UAF Executive Officer
Raaj Kurapati, Associate Vice Chancellor for Financial Services
Phill Harrington, Director, Finance and Accounting
Julie Larweth, Director, Office of Management and Budget

Date: October 5, 2012

Subject: FY13 Strategic Reinvestment Allocations

This memo provides a record of FY13 strategic investment decisions and updates the previous memo dated August 24, 2012 to include a base allocation of \$100K for CAHNR, which was previously overlooked. Additionally, this reduces the funding allocated for Equipment Match (Research) to \$100K with the same expectations on access. As detailed in the July 12, 2012 memo, the following mechanism was employed to build the pool of funds available for strategic reinvestment in FY13:

General strategic reinvestment pool:

MAU general reinvestment pool established through a withholding of 1% percent of all unrestricted revenue (unrestricted general fund, general fund match, tuition and ICR). This was accomplished through a differential withholding per unit (see below) and yielded approximately \$2.04M for reinvestment including \$365K for CRCD.

General Reinvestment Pool - All Unrestricted Revenues					
Unit	GF, Tuition, ICR		1%	Differential @ 1%	
Chancellor	1,446.5		14.5	28.9	2.0%
OIT	4,769.7		47.7	66.8	1.4%
RCNE	36,498.2		365.0	365.0	1.0%
Provost	93,251.0		932.5	746.0	0.8%
Student	12,013.2		120.1	156.2	1.3%
Advancement	11,051.9		110.5	165.8	1.5%
Admin & Facilities	18,810.2		188.1	301.0	1.6%
Research	26,802.8		268.0	214.4	0.8%
TOTAL (thousand's)	\$204,643.5		\$2,046.4	\$2,044.0	

Based on the table above, the amount available for reinvestment from the FY13 pool is \$1,679K for Fairbanks campus and \$365K for CRCD. Additionally, approximately \$600K was distributed on a one-time basis in FY12 to the Fairbanks campus and is available for base or one-time distributions in FY13. As such total funding available for Fairbanks campus reinvestment in FY13 is approximately \$2,279K.

Per the cabinet decisions, the FY13 general strategic reinvestment funds will be distributed for the priority programs listed below. Some distributions are base allocations; others are one-time as shown in the list 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 - Base Funding Allocations

\$200,000	Undergrad Research & Scholarly Activities (URSA)
\$500,000	High Performance Computng
\$70,000	English as a Second Language (ESL) Program - CLA
\$40,000	Faculty Activity Reporting (Data180)
\$50,000	IARC North by 2020 (Nx2020)
\$50,000	IARC CNSM
\$50,000	Honors Program
\$130,000	Transfer/Int'l Student Recruitment
\$300,000	Branding/Marketing
\$22,000	NASA EPSCoR
\$150,000	Development - Alumni
\$135,000	Student Init. For Renewable Energy Now (Siren) Match
\$100,000	CAHNR
\$30,000	Western History Association Match (5 Yr)
<hr/>	
\$1,827,000	

Fairbanks Campus Investments - One-time Funding Allocations

\$40,000	ARRA Coordinator
\$150,000	INBRE
<hr/>	
\$190,000	

Issues to address after alternative mechanisms including the VCR FY12 UFB are exhausted:

\$65,000	Arctic Analysis & Security
\$50,000	Cooperative Institute for Alaska Research (CIFAR) Match
\$100,000	Equipment Match (Research)
<hr/>	
\$215,000	

CRCD investments - Base Funding Allocations

\$32,700	Bristol Bay Campus - Development Office, Program Coordinator Positions
\$32,700	Chukchi Campus - Development Office, Program Coordinator Positions
	Interior Aleutians Campus - Development Officer, Program Coordinator
\$32,700	Positions
\$32,700	Kuskokwim Campus - Development Office, Program Coordinator Positions
\$32,700	Northwest Campus - Development Office and Program Coordinator Positions
\$32,700	RC - Development Office, Program Coordinator Positions
\$122,900	Community and Technical College Hangar Renovations (One-time), Utilities, etc.
\$45,900	E-Learning
\$365,000	Total

This leaves one major item, the projected Athletics shortfall for FY13. unresolved.

Please let me know if you have any questions or if I can be of further assistance.

FY13 Strategic Reinvestment Allocations:										FTE		
Base Funding			Budget	Responsible Program	VC-Level	UAF Core Theme	FT	PT	TA/RA	Short Description:		
URSA - 1/2 time Director, Full-time Administrative Asst.			\$200,000	General Studies	Provost	Research	1	1		Create an Office of Undergraduate Research and Scholarly Activity (URSA) to promote and develop undergraduate research at UAF.		
High Performance Computing			\$500,000	ARSC	VCR	Research	4	1		Funding will support ARSC's provisioning of resources to new and existing constituencies and allow expanded utilization of existing resources.		
College of Liberal Arts ESL Program - Operating Expenses			\$70,000	CLA	Provost	Educate			2	Funding for initial operating expenses for the revitalized English as a Second Language (ESL) program.		
Faculty Activity Reporting - Software			\$40,000	Provost	Provost	Research				Funding will support the purchase of a software package that will be used to implement electronic faculty activity reporting.		
IARC/North by 2020 Program Support			\$50,000	IARC	VCR	Educate, Engage				Operational expenses related to the North by 2020 - explores, discusses, plans and prepares opportunities for sustainable development in the North.		
IARC CNSM - Climate Researcher Position			\$50,000	IARC/CNSM	VCR	Research	1			Faculty position in the high-demand research field of atmospheric/climate modeling.		
Honors Program - Director's Salary Support			\$50,000	Honors	Provost	Educate	1			Director salary support for the Honors program.		
Transfer/International Student Recruiter			\$130,000	International Programs	VCUSA	Educate	1			Recruiter for Transfer and Int'l students. Int'l Student enrollments continue to increase.		
Branding Marketing - New UAF Branding Campaign			\$300,000	Marketing & Communications	VCUSA	Engage	3			Staff writer to write stories on behalf of UAF for a variety of publications. Video editing & production and advertising & media placements.		
NASA EPSCoR Proposal - NASA Required Match			\$22,000	EPSCoR	VCR	Research				Support NASA match requirement for EPSCoR proposal.		
Development - Support new Alumni Giving Strategies / Phone-a Thon			\$150,000	Development Office	VCUSA	Educate				Will allow 12-week phone-a-thon program to continue, provide travel expenditures for gift officers' meetings with donors, etc.		
Student Initiative for Renewable Energy Now (SIREN) Match			\$135,000	Office of Sustainability	VCUSA	Educate				Institutional match commitment for the \$20/semester student SIREN sustainability fee. The fee generates approximately \$135K in fee revenue.		
Western History Association Match (5 years)			\$30,000	History Department	Provost	Educate				Necessary institutional support to sponsor and be the administrative home office for the Western History Association.		
CANHR Match			\$100,000	CANHR	VCR	Research				Necessary institutional support for the CANHR NIH Phase III Center grant.		
ARRA Grant Coordinator position (OGCA)			\$40,000	OGCA	VCR	Research	1			Grant coordinator position to support the distribution of Recovery Act funds.		
INBRE Support - Research Asst, Admin Generalist, Commodities			\$150,000	INBRE	VCR	Research	2			Research Administrative Assistant and Administrative Generalist positions, as well as commodities and equipment expenses.		
Arctic Analysis & Security (Polar Studies Initiative)			\$35,000	VCR	VCR	Research				Jump-start initiative which aims to bring science to the art of security planning, operations, and strategy. Applied science research.		
Cooperative Institute for Alaska Research (CIFAR) Match			\$50,000	CIFAR	VCR	Research				Required NOAA match for 5-year renewal of the CIFAR, with no restrictions on funding level.		
Equipment Match (Research)			\$100,000	VCR	VCR	Research				Specialized equipment match for research labs and classrooms.		
Bristol Bay Campus - Dev. Office, Program Coordinator Positions			\$32,700	CRCD	CRCD	Educate	1			Student Advisors to be housed at the various UAF community campuses.		
Chukchi Campus - Dev. Office, Program Coordinator Positions			\$32,700	CRCD	CRCD	Educate	1			In addition, a research specialist will perform comprehensive degree audits on CRCD non-completing, degree-seeking students. The student advisors will contact these individuals with their current degree audit and encourage them to complete their degrees.		
Interior Aleutians Campus - Dev. Office, Program Coordinator Positions			\$32,700	CRCD	CRCD	Educate	1					
Kuskokwim Campus - Dev. Office, Program Coordinator Positions			\$32,700	CRCD	CRCD	Educate	1					
Northwest Campus - Dev. Office, Program Coordinator Positions			\$32,700	CRCD	CRCD	Educate	1					
RC - Dev. Office, Program Coordinator Positions			\$32,700	CRCD	CRCD	Educate	1					
CTC Hangar Renovations (One-time), Utilities, etc.			\$122,900	CTC	CRCD	Prepare				Operating and maintenance costs associated with the new CTC Hangar facility near the FBKS Int'l Airport to better serve the Aviation program.		
E-Learning			\$45,900	E-Learning	CRCD	Educate				Operational support for the e-learning program.		
FY13 Total			\$2,567,000				14	8	2			



To: Deans and Directors

From: Susan Henrichs

A handwritten signature in cursive script, appearing to read 'Susan Henrichs', written in black ink.

Subject: Reallocations and distribution of UFB

Date: October 17, 2012

This memo deals with four separate issues: the FY12 Uncommitted Fund Balance (UFB), the FY13 Strategic Reinvestment, the FY13 utility assessment, and the FY13 graduate student health insurance increase. Barring unforeseen events, this will be the only set of reallocations within my group of units for FY13. Several units that do not report to me are receiving this memo because of the graduate student health insurance cost increase. That is the only part of this memo that applies to those units.

The FY12 UFB for Provost's reporting units is shown in Table 1. Only a few of you ended the year with more UFB than allowed (either 2% or 4% depending on the proportion of restricted funding received by a particular unit). I am assessing 25% of the excess UFB from your units, but returning the rest to you. I haven't yet decided how the 25% assessment will be spent, but I will provide an accounting once that decision is made. The Provost's excess UFB (and more) is being allocated to the graduate student health insurance. Summer Sessions is not assessed for excess UFB because their operation spans fiscal years, i.e., tuition is collected in one FY and expended on instructor salaries in the next FY. Summer sessions distributes their "profits" to academic departments in the fall.

As I have discussed at meetings of the Provost's and Deans' Councils, the funds for the central Strategic Reallocation were taken from the budget of each Vice Chancellor at the beginning of the fiscal year, in my case leaving a deficit of about \$835,000. I am now moving to recover those funds from my reporting units. As has been the case for several years, Cooperative Extension Service will need to reallocate internally, because it is still part of the CRCSD separate appropriation. However, I am reallocating 0.9% of FY12 unrestricted expenditures from the base general fund budget of each of the other units, as specified in Table 2. This mirrors the central assessment of my budget (0.8% of FY12 unrestricted expenditures) but is slightly greater for reasons explained in the next paragraph. The only exception to the 0.9% of unrestricted assessment rate is Summer Sessions. That is because Summer Sessions has only a \$100,000 allocation of GF and over \$2,000,000 in expenditures. Instead they were assessed at 1.6% of GF, which is the maximum percentage of GF taken from any of my other reporting units.

The reason that the assessment is 0.9% instead of 0.8% is that Chancellor Rogers, as in past years, instructed Vice Chancellors not to do only across-the-board reallocations, but rather to be somewhat strategic. For that reason I will use the \$70,000 above the amount needed for central reallocation to fund part of the "Increasing STEM capacity and student success in general chemistry" budget request submitted by CNSM this year. The request was the one that was rated the highest by the Planning and Budget Committee and as a consequence is in the Legislative request this year (provided that is approved by the Board of Regents). It will benefit students in any area where chemistry is required...most of the natural sciences, engineering, and health-related fields, for example. Should the Legislature provide funding for this, CNSM will be expected to return the \$70,000 for reallocation to another top Planning and Budget Committee priority.

There was an additional central assessment of my budget for utility costs, which was 0.1% of total FY12 expenditures of my reporting units, including restricted fund expenditures. The logic of including restricted fund expenditures is that the activities supported under grants and contracts occupy facilities as well as those supported by unrestricted funds. I recognize that there are some differences among units, e.g., some restricted funds are spent on field work and at remote facilities. Also, the F&A on restricted funds is supposed to cover facilities costs, but unfortunately it is insufficient. This year the assessment is small and there was little time to make refinements. If the utility assessment continues and grows, I will work out a more equitable approach in consultation with you.

The strategic reallocation and the utilities reallocation are added together and reported by unit in the "Total Unit Base to Reallocation" column of Table 2. That is the amount that Susan Phillips of the Central Administration Fiscal Office will be securing from each of my reporting units (except CES).

Finally, as discussed earlier this year, the graduate student health insurance had an unusually high cost increase this year. I agreed to cover 50% the cost of the increase for TAs and 33% of the cost for RAs out of Graduate School UFB, amounting to about \$107,000. The remainder needs to be paid by the schools and colleges that support TAs and by the units that have RAs. RA supporting units intend to secure one-third of the total cost increase (or one-half of their cost for RAs) from the grants or contracts that support most of these students, but I am leaving the individual units to manage that process. Grants have already paid the full cost of the fall insurance, so the cost-sharing might best occur when the spring/summer insurance is purchased. The cost for each unit is shown in the last table. Because of the way this is accounted, please await specific instructions from Susan Phillips about the health insurance cost increase.

Table 1. Uncommitted Fund Balance Allocation (UFB)

Unit	FY12 TOTAL Revenue	FY12 UFB	2% of Total Revenue	4% of Total Revenue	Excess UFB*	25% of XS UFB	UFB Returned to Unit	Total Unit UFB One-time to Provost
CEM	\$ 25,681,914	\$ 377,008	\$ 513,638	\$ 1,027,277			\$ 377,008	\$ -
CLA	\$ 18,139,775	\$ 338,505	\$ 362,795	\$ 725,591		\$ -	\$ 338,505	\$ -
CNSM	\$ 14,109,852	\$ 417,668	\$ 282,197	\$ 564,394	\$ 120,471	\$ 30,118	\$ 387,550	\$ 30,118
Library	\$ 8,966,155	\$ 212,309	\$ 179,323	\$ 358,646	\$ 32,986	\$ 8,246	\$ 204,063	\$ 8,246
Museum	\$ 4,589,834	\$ (31,984)	\$ 91,797	\$ 183,593				\$ -
Provost Office	\$ 5,414,950	\$ 234,228	\$ 108,299	\$ 216,598	\$ 125,929	\$ 31,482	\$ 234,228	
SoEd	\$ 4,409,213	\$ 111,671	\$ 88,184	\$ 176,369	\$ 23,487	\$ 5,872	\$ 105,799	\$ 5,872
SFOS	\$ 30,230,412	\$ 157,410	\$ 604,608	\$ 1,209,216		\$ -	\$ 157,410	\$ -
SOM	\$ 5,778,539	\$ 89,039	\$ 115,571	\$ 231,142		\$ -	\$ 89,039	\$ -
SNRAS	\$ 11,862,579	\$ 119,556	\$ 237,252	\$ 474,503		\$ -	\$ 119,556	\$ -
Summer Sessions & LLL	\$ 2,838,537	\$ 164,939	\$ 56,771	\$ 113,541			\$ 164,939	
TOTAL	\$ 132,021,759	\$ 2,190,349	\$ 2,640,435	\$ 5,280,870			\$ 2,174,347	\$ 44,236

*CNSM's XS UFB is adjusted downward by \$15,000 to account for a late revenue distribution that was beyond their control.

Table 2. Strategic and Utility Reallocation


Unit	FY12 Unrestricted Revenue	FY12 Unrestricted Expenditure	FY12 TOTAL Revenue	Utilities Charge=0.1% of Total Revenue	0.009*FY12 Unrestricted Revenue	Total Unit Base to Reallocation
CEM	\$ 14,604,067	\$ 14,227,059	\$ 25,681,914	\$ 25,682	\$ 131,437	\$ 157,119
CLA	\$ 16,177,891	\$ 15,839,386	\$ 18,139,775	\$ 18,140	\$ 145,601	\$ 163,741
CNSM	\$ 12,156,681	\$ 11,739,013	\$ 14,109,852	\$ 14,110	\$ 109,410	\$ 123,520
Library	\$ 8,246,723	\$ 8,034,414	\$ 8,966,155	\$ 8,966	\$ 74,221	\$ 83,187
Museum	\$ 3,249,436	\$ 3,281,420	\$ 4,589,834	\$ 4,590	\$ 29,245	\$ 33,835
Provost Office	\$ 4,867,694	\$ 4,633,466	\$ 5,414,950	\$ 5,415	\$ 43,809	\$ 49,224
SoEd	\$ 4,078,684	\$ 3,967,013	\$ 4,409,213	\$ 4,409	\$ 36,708	\$ 41,117
SFOS	\$ 11,369,903	\$ 11,212,493	\$ 30,230,412	\$ 30,230	\$ 102,329	\$ 132,560
SOM	\$ 5,729,490	\$ 5,640,450	\$ 5,778,539	\$ 5,779	\$ 51,565	\$ 57,344
SNRAS	\$ 5,507,871	\$ 5,388,315	\$ 11,862,579	\$ 11,863	\$ 49,571	\$ 61,433
Summer Sessions & LLL	\$ 2,381,181	\$ 2,216,243	\$ 2,838,537	\$ 2,839	\$ 21,431	\$ 4,439
TOTAL	\$ 88,369,621	\$ 86,179,272	\$ 132,021,759	\$ 132,022	\$ 795,327	\$ 907,518

Table 3. Graduate Student Health Insurance Cost Increase

Unit	Unit TA Health	Unit RA Health	Total Unit One-time Insurance	Note
CEM	\$ 7,826		\$ 7,826	
CLA	\$ 18,953	\$ 1,356	\$ 20,308	
CNSM	\$ 19,513	\$ 3,325	\$ 22,838	
Library		\$ 291	\$ 291	
Museum		\$ 1,808	\$ 1,808	
Provost Office	\$ 7,456		\$ 107,394	From UFB of the Grad School
SoEd	\$ 910		\$ 910	
SFOS	\$ 2,269	\$ 23,001	\$ 25,270	
SOM	\$ 2,496	\$ 291	\$ 2,787	
SNRAS	\$ 682	\$ 1,501	\$ 2,183	
Summer Sessions & LLL			\$ -	
CRCD	\$ 227	\$ 291	\$ 518	RA is IAC
GI		\$ 19,370	\$ 19,370	
IAB		\$ 10,895	\$ 10,895	
BRIN/INBRE		\$ 1,501	\$ 1,501	
IARC		\$ 3,632	\$ 3,632	
INE		\$ 9,830	\$ 9,830	
NSF fellows		\$ 904	\$ 904	
RAP		\$ 1,211	\$ 1,211	
ACSCIARC		\$ 904	\$ 904	
PAIR		\$ 291	\$ 291	
	\$ 60,332	\$ 80,400	\$ 240,670	



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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College of Rural and Community Development
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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/EEO 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/EQ 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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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.

FY13 Cost Savings & Efficiency Efforts

September 2013

In FY13 UAF made increasing 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 several strategic tuition offsets, vertical reductions and organizational changes that will continue to show results in FY14 and beyond.

In FY13, UAF projected a fairly flat revenue picture for FY14. The State maintained a “hold the line” budgetary approach. Tuition revenue streams and federal sources (including indirect cost recovery) would be reduced slightly or maintained, but were not expected to increase at the level of projected cost increases. These conditions made it very clear that without managed change UAF would face a budget deficit before FY15.

To address these budget issues, UAF took proactive steps in FY13 to understand the fiscal climate and conditions that impact the campuses, schools, colleges and institutes. UAF made significant and strategic management adjustments to better align with budgetary constraints and optimize resources.

There are several major categories of cost savings and efficiency efforts in FY13:

- Financial and Human Resource Efficiencies
- Utilities, Energy or Resource Conservation
- Outsource, Change in Service Model or Process Improvement
- Tuition Offset, Strategic Vertical Reduction or Reorganization
- Revenue Generating Actions

Actions taken in FY13 and FY14 are yielding one-time and continuing savings that can be strategically reinvested into UAF’s highest priority programs or growth areas in future years.

Financial and Human Resources Efficiencies

- Announced in FY12, but effective in FY13 UAF consolidated two major units, Student Services and University Advancement, and established University and Student Advancement (USA). This programmatic and administrative change resulted in savings due to consolidation of HR, travel, procurement, and budget management across the previously independent areas. This translates to a more integrated approach to student related programs and services.
- Based on opportunities for improved performance, including increased revenue from grants, tuition, and student fees, Provost Henrichs decided to merge SNRAS, the Cooperative Extension Service (CES) and the Agricultural & Forestry Experiment Station (AFES). The merger was announced in summer 2013, but will take effect at the start of FY15. Currently faculty and staff are meeting to develop implementation plans for the merger. The new unit will need to absorb the impact of any decreases in state and federal funding and will be staffed strategically to continue to address the missions of SNRAS, AFES, and CES and the needs of students and Alaska’s communities.

- 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 are 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.
- Over the last several years the UAF Office of Procurement and Contract Services has established a number of indefinite delivery - indefinite quantity (IDIQ) contracts for technology equipment. IDIQ contracts provide cost savings through the competitive solicitation process coupled with the ability for departments to make purchases quickly and easily. Many of the items now under contract are high volume, low dollar items. Use of the pricing on these contracts saved approximately \$2M off of the manufacturer's suggested retail prices (MSRP). These contracts are vendor managed so UAF departments do not have to reference the contract (and must only identify as a UA customer) to garner the savings.
- Using baseline data from 2008 and updating it through 2013, UAF conducted an analysis of administrative and support staffing levels and trends in August 2013. Regular 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 (administrative generalists/specialists, fiscal managers/technicians, human resources, procurement, police, fire, environmental health & safety and facilities staff). UAF has made several targeted investments in student services (advising and student service staff), marketing and 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.

- For the full UAF Administrative & Support Capacity Update 2008-2013, see link below: <http://www.uaf.edu/finserv/omb/administrative-support-re/>
- Use of technology to improve administrative efficiency and online instruction has benefitted several schools and departments over the course of FY13. The School of Education (SOE) transitioned to use of Google hangouts for meetings to save on audio conferencing costs. CES also increased use of online and distance delivery training and workshops; this saved travel costs and instructor time which allowed CES to reach more communities.
 - More specifically, an Anchorage agent taught a nutrition class to Seward, Homer and Soldotna participants using the OWL Network and libraries in three communities. This reduced travel time by nearly three days and allowed residents of 23 communities to participate in the Master Gardener online course. Agents also used the online network to teach courses on pesticide application, certified food protection and 4-H leadership.
 - CES additionally increased use of online registration capability for Extension workshops and conferences. The Business Office uStore processed 1,082 transactions electronically which would have previously been processed manually.

- UAF's video conferencing use has increased 19% from FY11-FY13. UAF had three schools in the top five across the UA system in use of video conferencing during FY13. Additionally, cost avoidance for travel expenses across the entire UA System for FY13 is estimated at \$842K with the utilization of video conferencing.
- eLearning and Distance Education have integrated recruitment activities with the UAF Admissions Office. The training and recruitment material provided by eLearning allows the central admissions officers to represent the department at recruitment fairs. Through these actions eLearning has eliminated costs associated with travel and vendor registrations, while improving the work efficiencies of staff through improved collaboration and backup.
- Career Services has been downsized and will be merged with Human Resources to carry on essential coordination and outreach with potential employers of UAF graduates.
- UAF Rasmuson Library downsized operations and utilized savings to prepare the new location for the Stevens Archives and cover some of the increasing fixed costs for collections, e-subscriptions and services.
- Several units have explored new partnerships to leverage operations and efficiencies in FY13.
 - The Chukchi Campus was able to build on partnerships with their Native Corporation, NANA, and will receive funding for the Tech Prep program and dual credit high school courses from Aqqaluk Trust, which is a subsidiary of NANA.
 - CES partnered with Alaska Rhodiola Products, a rhodiola growers' cooperative, which led to funding for travel and expenses for an Extension visit to Alberta, Canada to learn more about growing the crop.
 - CES partnered with the Fairbanks Community Food Bank to share the kitchen facilities for evening classes, which saved the cost of renting a similar facility.
 - CES additionally partnered with Kawarek Inc., a Bering Strait nonprofit that paid for a CES agent to become trained in the Green Dot Violence Prevention program which allowed CES to offer the program in Northwest Alaska.
- 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 exclusively 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 College of Liberal Arts (CLA) improved operations within college administration. CLA combined the research administrative functions of the Associate Dean with the Grants Manager duties to form a new Grants Administration Manager. This position is tasked with a renewed emphasis on the development of the college's research mission and resulted in nearly \$85,000 in structural savings.
- The College of Engineering and Mines (CEM) reallocated vacant faculty salary support to upgrade lab and classroom equipment and send faculty to ABET college accreditation training.

- UAF units are actively reviewing use of space including leased space in off-campus locations. Where units can be moved to campus and leases ended, it will result in a cost savings for UAF in FY13 and FY14. Some examples include:
 - School of Fisheries and Ocean Sciences (SFOS) facilitated a reduction in leased Alaska Sea Grant Space \$73.5K (three months in FY14).
 - CES will move its district office from leased space in downtown Palmer to the Matanuska Experiment Farm. This move will integrate agricultural research with Extension outreach and will save UAF \$48K annually in lease costs.
 - UAF Marketing & Communications and the UA Press have moved from the Wells Fargo building into more campus-centric space allowing for improved coordination with campus groups and effective space for book publication, sales and community outreach.
- The Community and Technical College (CTC) reallocated funds via position management to make facility improvements in the newly purchased hangar for the Aviation Program and supply state-of-the-art dental equipment to the Dental Hygiene program to improve instructional quality.
- Some UAF locations have employed soft closure periods before and after holiday breaks or during times where student activity is lower. For example, Interior Aleutians Campus (IAC), Facilities Services and other administrative offices have participated resulting in salary savings and reduced energy consumption.
- UAF has made significant strides to train employees in safety standards and has made the remediation of safety hazards a priority in FY13. UAF has made efforts to communicate the “if you see something (unsafe) say something” message broadly and has created various places online to report unsafe incidents or situations. The campus expects to evaluate the outcomes of these safety initiatives and hopes to see a reduction in associated claims.
- Finance and Accounting worked with units to improve financial management reporting and projections in order to understand and maximize UAF resources at all levels of the organization.

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 community campus areas, and works with Facilities Services, schools/colleges and student groups to implement as many reasonable ideas as possible.

UAF sustainability efforts include recycling, composting and waste reduction, transportation and parking improvements including “Green Bike” rentals, efforts to improve energy, lighting and solar use, responsible purchasing, use of organic and locally grown foods, green buildings, sustainable landscapes and grounds maintenance, and water quality and conservation methods. UAF’s student sustainability board (R.I.S.E) distributes more than \$300k annually (via student fees) to projects related to sustainability. To see more detail about UAF sustainability projects please visit: <http://www.uaf.edu/sustainability/greenaction/>.

- Beginning in 2011, all three UA universities selected an energy service company through a competitive RFP process to perform energy audits on many campuses across the state. Siemens Corporation was the successful bidder on the UAF projects and completed the Investment Grade Energy Audits. These audits included a thorough study of the existing lights, fans, motors, HVAC systems, building envelopes, and cooling systems in ten buildings selected for review. UAF anticipates an approximate \$600k in annual savings and will pay-back its \$6M investment in 10 years. Another set of energy projects will begin in FY14.
- At the Bristol Bay Campus the new addition has exterior LED lighting, which reduces electric use. Five LED outdoor flood lights are expected to reduce electrical use by 50% vs. traditional 100w sodium lights which were installed on older areas of the building. A new garage door opening was also reduced by 104 sq. ft. resulting in reduced heat loss and fuel savings.

Bristol Bay additionally experimented with turning off the boilers for a two week period over the summer. The test resulted in a \$500 savings. The campus will continue working with UAF Facilities Services to develop an operational procedure for Summer 2014 to reduce fuel use on the campus between June and August. As part of the plan the campus will determine an alternative source for heating water separate from the boiler system.

- The University Fire Station with help from a RISE grant installed a 3.2kW solar array in the summer of 2012. The energy is connected to the GVEA's utility grid through the SNAP program. Office of Sustainability student workers installed the system with help from local electricians and the fire department staff. The plan is to install 2 more 3.2kW systems over the course of ten years.

The University Fire Department has also reduced the number of vehicles in its inventory which reduces the corresponding fuel, service needs, insurance and licensing. The UFD has taken measures to increase car-pooling and reduce idling to improve fuel consumption.

- The Sustainable Village Solar project is a partnership between Cold Climate Housing Research Center, University of Alaska Community and Technical College, GVEA, UAF students, and the RISE Fund. UAF and CTC students installed four of the planned six solar PV arrays as a 2012 summer class. The 12.9kW system came on-line in early October and distributes power into the GVEA grid. When finished, this system will produce 19.35kW.
- The first student solar project on campus was conducted on the Student Recreation Center, designed to be a 17kW system. The SRC system replaces about four percent of the 2009 yearly load, as energy efficiencies increase within the SRC, so will this percentage. There is no need for batteries; all of the power produced by the panels is utilized immediately, and if not needed by the SRC, the electricity is used by the university grid system. The SRC has a higher summer load than winter load. This is due to the need to circulate more air through the building in the summer months.
- The Institute of Arctic Biology (IAB) greenhouse manager developed new pest/disease control procedures that have virtually eliminated the need to purchase pesticides which are expensive and toxic, has decreased the purchase of biological pest control products and has improved the sustainability of the IAB greenhouse.

- UAF Facilities Services has implemented various efficiency and sustainable improvements.
 - The Facilities shops are utilizing iPads and other mobile devices to improve workflows, allow for faster communication and management of call-outs. Technicians have floor plans and work orders at a glance in a portable format, which makes communication and planning with units and design firms more efficient.
 - The maintenance shops have updated and put the Operations & Maintenance (O&M) manuals online for easier access for engineers, maintenance and consultants. This reduced research time and allows improved access to needed manuals.
 - Facilities vehicle shops have converted to use of smaller, more fuel-efficient vehicles.
 - Facilities has implemented "Nighttime Setback" programs in new buildings and improved the building envelope in some of the older buildings. Nighttime setback programs manage temperature control and lighting when buildings are vacant, saving on fuel and energy costs.
 - A campus-wide re-lamping project was initiated, swapping high-energy use bulbs with more energy-efficient lights. Planning and installation of control systems for exterior campus lighting is also underway.
 - The new Murie Building central chiller made it possible to remove the old and inefficient units in the BiRD and Virology buildings. Future expansion to the O'Neill Building and the Museum is planned, which will allow the much less efficient systems in those buildings to be removed as well.
 - Facilities completed energy upgrade projects for the Sports Complex, Gruening, Elvey, and Irving I. New, more efficient motors and variable speed drives in the heating systems were installed. Additionally, door seals and windows for several buildings were replaced in Kodiak, Chukchi and the Seward Marine Center including boiler upgrades.

Outsource, Change in Service Models and Process Improvement

In FY13, UAF made significant progress in its review of highly-used workflow processes, in an effort to make efficiency improvements in several key areas.

- Shared services models are an emerging theme at UAF and were explored in a few locations in FY13.
 - The Institute of Arctic Biology (IAB) entered into a shared services agreement with the Center for Alaska Native Health Research (CANHR) to provide travel and communication support. By using existing staff at IAB, CANHR reallocated nearly \$145K to directly support research activities that will result in additional research opportunities in the future. This has also resulted in more efficient administrative functions within IAB and CANHR.
 - UAF Housing and Dining operations were reorganized to realize efficiencies and cost savings. 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. Additionally, all administrative functions i.e. accounting, HR, travel, etc. for the two units were combined under a joint business office led by an executive officer. 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. Currently UAF is reviewing other business functions within Administrative Services to determine which like operations can also be moved under the joint business office.

- UAF's administrative services process improvement initiative began as part of the Administrative and Support Review process that evolved from the 2010 Chancellor's Executive Leadership Workshop. One of the goals of the Administrative Support Review Committee was to identify common processes to streamline that would improve overall administrative effectiveness. Since then a full scale process improvement methodology has been adopted and a growing team of facilitators has worked to lead several institutional movements promoting change. These efforts represent bottom-up change developed by the process owners, supported at the highest levels of the organization.

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

- In FY13, the Grant Award Set-Up (GPS) team presented recommendations (via a business case) to the executive level steering committee. Several recommendations were accepted including the expansion of InfoEd, an online proposal and award management software package and an exploration of higher signature thresholds on certain awards (to eliminate delays in set-up). A training plan is in development.
- The Employee Pre-Recruitment (HIRED) team also presented its recommendations (via a business case) to the steering committee. Several recommendations will be completed within UAF HR, while others will require System Office collaboration. Work teams have been formed to explore feasibility of the existing UAKJobs system vs. a new system. Additionally, work teams focused on streamlining positions descriptions (PDs) and developing best practices for UAF departments are underway.
- The Procurement and Travel project teams began in FY13. Teams were formed, the current processes were mapped and "rubs" have been identified in each process. Each team is working through an implementation plan to gather data and feedback from each area in order to propose recommendations for an optimal process. Results from these teams are expected throughout the year.
- UAF implemented a procurement technician (P/T) training program in FY13 that provides in-depth procurement training to select (typically high volume or specialized department) staff members 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.
- Several units made organizational changes to streamline service provision. UAF Human Resources (HR) combined with the Geophysical Institute (GI) HR office to form a more unified HR presence on the UAF campus. This allowed the large office suite complex in the

Elvey Building to be repurposed (contributing to UAF's ongoing efforts to reduce off-campus leased space) and improved purchasing arrangements associated with maintaining multiple offices, staff coordination, HR consistency and response.

- eLearning & Distance Education examined the printing, facing and mailing processes related to faculty and student support. Based on the review, the department eliminated and streamlined processes, reducing costs by 50-75%. eLearning: now sends all Faculty Resource Guides electronically; posts all faculty welcome letters to Blackboard rather than mailing them; eliminated all printing and mailing associated with student incomplete registration notifications as this is now all done via telephone or online and has increased communications and student intervention; stopped mailing the Student Success Guides as this is now only mailed to new students; and ended all paper-based courses.

eLearning additionally recognized the database used for student and faculty management was outdated and in need of upgrade. eLearning used internal technical expertise to build a custom database via a partnership with Salesforce (a cloud based technology) in an effort to avoid a new system with a cost of over \$200k. eLearning now serves as an expert resource for integrating the Salesforce product across the UA System as appropriate.

- UAF CES, Athletics Department, GI, SFOS and other heavy travel units are piloting the Travel Expense Management (TEM) system. UAF plans to share results of testing as the implementation project progresses. The goal is to correctly report travel expenditures, increase awareness and reduce risk associated with UAF employees on travel status, and reduce the time for traveler reimbursement post travel.
- The Rasmuson Library converted manual deposit information into a database; decentralized reconciliation procedures associated with university ProCards and downsized the administrative support associated with office management functions. The library has also restructured the digitization service center and associated material costs allowing for increased productivity for the unit and increasing patrons' access to materials.
- The Institute of Northern Engineering (INE) moved storage of financial documents to electronic files, eliminating the need for paper copies. This has saved administrative staff thousands of copies, space for storage and streamlined business processes.
- IAB recently redesigned its website and web communication methods to create a one-stop, easily navigated portal to IAB staff, services, research, information, events and news. This has been a major process improvement effort within the institute resulting in saved staff time and reduced complexity. The Toolik Field Station is a part of this online upgrade and has enabled access for researchers and visitors to make reservations to visit the research station and improved its reporting capability with funding agencies, such as the National Science Foundation.

Tuition Offset or Vertical Reduction

To address specific budget gap issues noted above, UAF took proactive steps in FY13 to understand the fiscal climate and conditions that impact the campuses, schools, colleges and institutes. Actions were taken to balance the budget and maintain the quality of UAF teaching, research and service programs. Actions included but were not limited to:

- 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

The UAF Provost also encouraged deans to increase teaching workloads where faculty have records of lower research productivity, and to avoid teaching courses with low enrollments or increase use of directed study where classes with lower enrollment cannot be discontinued. UAF is continuing to ensure that required courses are taught often enough so that students can graduate on time.

Some of the specific reductions to programs and services began in FY13 but continue in FY14.

- Increasing investments in high-performance computing have been discontinued and the structure of research computing support is under discussion.
- The Rasmuson Library canceled over \$100k in serial and database fees to generate savings and another \$145k was reallocated from monographs and video budget lines to pay for increasing fixed e-subscription costs. The library will continue to subscribe to essential databases and key research and curriculum support materials where possible; however there is a funding request in FY15 to help address these critical needs.
- The Office of Information Technology (OIT) streamlined and consolidated services in an effort to trim spending.
- USA downsized administrative support in intercollegiate athletics and conducted a reorganization of training and competitive schedules for the swim team, resulting in cost savings.
- Administrative Services, the Vice Chancellor for Research, the Provost and academic programs as well as Rural, Community and Native Education units have all made targeted reductions to balance the budget while maintaining institutional quality.

Revenue Generating Ideas

At the end of FY13, Dr. Ashok Roy, UA Vice President of Finance, compiled a comprehensive list of revenue-generating and cost-cutting ideas. These ideas cover several topics such as online education, privatization, student recruitment and retention, tuition and fees, fundraising and philanthropy, and many others. UAF leadership recognized an opportunity to communicate UAF's efforts in these areas and prepared a document that was shared with Statewide Administration in early FY14.

To best discuss the concepts proposed, UAF discussed major themes associated with each idea to include online education, outreach opportunities, programs and reviews, research and technology innovation, resource allocation, tuition and enrollment strategies and more. This report can be shared where appropriate as additional revenue generating ideas are needed. To date, over 65% of the ideas shared in Dr. Roy's original document are currently in progress and are showing results in key areas. Other concepts actively pursued by UAF departments are listed below.

- A tuition surcharge for the School of Management was recently approved by the President. UAF will continue to explore whether a tuition surcharge should be implemented for other high-cost programs that have high student demand.
- Activate UPay/UStore online payment technology in an effort to eliminate manual credit card payments, transmit credit card information, and facsimile. This online mechanism for payment is expected to improve business operations, to better institute PCI compliance and increase student and customer access to UA offerings.
- UAF completed a branding “make-over” that will be used to promote campus activities and the Centennial Celebrations 2015-2017. External fundraising efforts will be in full-swing in conjunction with the updated campaign and focus on Student Life initiatives. Several schools/departments are working with the Development Office to find additional opportunities to expand gifts.
- IAC was able to generate new tuition revenue through an Academic Service Agreement with Tanana Chiefs Conference (TCC). TCC approached IAC with a need for Construction Trades Technology courses to be offered in alignment with a community building project. As a result of this agreement an additional \$35k in tuition revenue was generated.
- The UA Museum of the North increased out of state admission fees from \$10 to \$12 in April 2013. As a result admission revenue was up 23% compared to FY12 numbers.
- The Homeland Security and Emergency Management Program at SOM began offering employer-sponsored courses to employees of the Transportation Safety Administration (TSA) in the of Spring 2013. Tuition and fees generated totaled nearly \$22k with this single offering. The HSEM program plans to offer more courses to TSA employees in the future.
- CES is expanding efforts to create tuition revenues. In collaboration with American Samoa Community College, SNRAS and eLearning, CES developed and delivered two classes in nutrition education for Samoan students. The first offering generated over \$5k in tuition; more opportunities like this exist and are being explored.

CES has also created a Continuing Education Unit as a new revenue-generating entity. Extension was able to garner two contracts from UA Corporate Programs: one \$50k contract from the Alaska Storm Water Association and a \$400k contract from the Alaska Department of Transportation. The revenue generated from these contracts will allow CES to grow in strategic areas.

- The Chukchi Campus intends to continue developing strong partnerships with organizations in the region such as through the Northwest Arctic Borough School District Magnet School Project, with the Maniilaq Health Organization for the Nursing and Rural Human Services program and with the Northwest Arctic Borough for library services. Strong partnerships in the area ultimately bring in more students and tuition revenues. Chukchi intends to increase more tech prep and dual credit courses this academic year.

UAF Construction in Progress
5.A.1

TITLE		TPC AUTHORITY	EXP/ENC	STATUS/CONSIDERATIONS
Arctic Health SNRAS Research Greenhouse		\$ 5,975,000	\$ 5,319,631	New contract awarded for project completion. Total project at 90% complete.
Atkinson Power Plant Renewal		6,242,500	5,651,961	Phased Project - Phase 1 complete; Phase 2 construction contract 99% complete; Phase 3 contracts awarded and work started; Phase 4 equipment procurement in process, construction contract to follow
Bristol Bay Applied Sciences		2,556,750	2,266,620	Construction
Bunnell Computer Lab - Room 319		492,500	437,830	Construction at 92%
Butrovich Building Sidewalk Project		960,000	738,732	Construction contract encumbered
Butrovich Retaining Wall		1,434,000	1,288,087	Construction
Campus Wide Elevator Upgrade and Replacement		1,100,000	814,794	Ongoing - Bartlett, Lathrop, and Skarland Halls complete; Arctic Health 95% construction docs complete; CTC Barnette construction contract awarded
UAF Combined Heat and Power Plant Replacement		3,000,000	1,872,042	Design Stage
UAF CTC Parking and Garage Evaluation/Improvements		1,550,000	215,393	Evaluation Complete; Site landscaping in progress
Cutler Apartment Retaining Wall/Stair Repair		1,460,495	1,394,682	Preparing to close out
Cutler Apartments Window Replacement		331,000	324,495	On hold?
Campus Wide ADA Guidelines Compliance		470,000	116,450	Ongoing
Campus Wide AHFC Energy Loan Program		7,243,000	6,133,381	Preparing to close out.
Campus Wide Student Housing & Dining Development		2,500,000	2,782,393	Construction in Progress
Campus Wide Housing Sprinkler Installation		1,200,000	970,831	Preparing to close out
Campus Wide MCRS Recovery Act Construction Grant		7,425,000	5,337,339	Additional contracts issued for select items; closeout to follow.
Campus Wide Infrastructure/Roads/Sidewalks/Parking Lots		4,000,000	3,568,243	Ongoing
Campus Wide Lower Campus Space Reallocation		1,591,991	1,351,828	70% Complete
UAF Campus Wide Roof Replacement		3,645,000	2,896,244	Ongoing
Campus Wide Building Electrical Upgrades		1,304,000	150,789	Planning
UAF Engineering Facility		108,600,000	41,484,148	Construction
Fine Arts Complex Vapor Barrier Design & Installation		5,600,000	2,998,634	Construction
Fine Arts Salisbury Theater Renovation		750,000	347,624	Preliminary design in progress
Grüning 5th Floor Remodel		309,500	303,587	Preparing to close out
Harper Building Renovation Tok'ee Grant		2,190,500	2,092,146	Roof replacement preparing to close out; interior upgrades 75% complete
Hess Village Water Heater Conversion - Electric to Steam		750,000	70,794	Design Stage
Kuskokwim Campus Gymnasium and Second Floor Renovation/Voc Tech Room Room Additions		1,928,500	1,747,627	Final change order in process, then preparing to close out
Kuskokwim Campus Critical Deferred and Voc-Tech Renovation		2,370,000	1,398,498	Construction
Kuskokwim Campus HVAC Upgrade		1,090,000	922,868	Construction
Kuskokwim Campus Kiln Project		544,001	519,201	Preparing to close out
Kuskokwim Campus Classroom Expansion		833,893	762,602	Construction
Life Sciences Research and Teaching Facility		108,708,600	105,400,069	Construction 70% complete
Northwest Campus Science Building Remodel		1,975,000	22,407	Funding received/Planning
Northwest Campus Nagozruk Restroom Remodel		373,566	302,501	Construction underway
Northwest Campus Library Remodel		1,975,000	1,717,344	Construction 75% complete
Palmer Center for Sustainable Living Deferred Maintenance		800,000	660,442	Ongoing Planning/Design/Construction
Patty Complex Controls Upgrade		250,000	136,282	Construction Contract Encumbered
Seward Marine Center Tenant Improvement		565,300	438,490	Construction Contract Encumbered
Taku Parking Lot Metal Stair Design and Installation		450,000	332,578	Construction Contract Encumbered
Utilities - Critical Electrical Distribution Renewal		52,629,900	33,955,206	Phase 3 Design
Utilities - Waste Line Repairs and Replacement		8,224,000	6,574,742	Ongoing Planning/Design/Construction
Utilities Voice Over Internet Protocol Project		6,150,000	4,283,061	Ongoing Planning/Design/Construction joint project w/OIT
West Ridge Deferred Maintenance		9,094,000	5,299,815	Ongoing Planning/Design/Construction
Total		370,642,996	255,402,432	

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	FY13 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	
Smith, Jason	AFES Nome Reindeer Housing	FL111	Nome	\$27,600	1,200	07/01/93	6/30/14	Renew - One additional 1 year renewal
Ground Floor, LLC	ACEP Anchorage Office	FL196	Anchorage	\$36,549	1,300	06/01/11	5/31/14	Renew - One additional 1 year renewal
Bowers Investment Company, LLC	eLearning and Distance Education	FL186	Fairbanks	\$187,354	8,683	06/01/07	5/31/14	Renew - Three additional 1 year renewals
Bowers Investment Company, LLC	CRCD Bookstore	FL186	Fairbanks	\$66,011	3,063	06/01/07	5/31/14	Renew - Three additional 1 year renewals
Bowers Investment Company, LLC	CRCD Suite 102 Lease	FL186	Fairbanks	\$24,754	1,144	07/09/07	5/31/14	Renew - Three additional 1 year renewals
Bowers Investment Company, LLC	Math in a Cultural Context	FL186	Fairbanks	\$23,071	1,698	11/19/12	5/31/14	Renew - Three additional 1 year renewals
Bachner Company, Inc.	SNRAS Scenarios Network for Alaska Planning	FL139	Fairbanks	\$180,317	6,404	7/1/2009	6/30/2014	Move into space in Akasofo
Bachner Company, Inc.	Office of Intellectual Property & Commercialization	FL139	Fairbanks	\$24,492	871	11/1/2009	6/30/2014	Will have to move unless campus plans to backfill
Aleknagik Natives Ltd.	BBC Dillingham Nanvaq Business Center	FL127	Dillingham	\$53,987	2,064	08/01/05	month-to-month	Terminating once NAPA building renovated
SW Alaska Vocational & Education	BBC SW Alaska Vocational & Education Center	FL149	King Salmon	\$0	853	07/15/02	7/14/14	Auto Annual Renewal
City of Togiak	BBC Ikaiyuvik Family Residence Center Space	FL144	Togiak	\$13,200	1,020	02/15/06	2/14/15	Auto Annual Renewal
Jarvis Properties, LLC	GES Office Space	FL104	Delta	\$13,756	1,105	01/01/09	12/31/14	Renew - One additional 1 year renewal
Kerry Hondl	CES Scenic View Lease	FL108	Palmer	\$46,715	2,205	06/01/03	4/14/14	Moving to Palmer Farm
S&S Center	CES Doors & Windows Building	FL110	Soldotna	\$22,569	2,300	08/28/95	6/30/18	
Native Village of Tyonek	CES Kaloa Building	FL194	Anchorage	\$265,718	8,602	05/01/10	4/30/15	
Fairbanks Community Food Bank	CES Fairbanks Office	FL195	Anchorage	\$59,190	4,300	12/21/10	6/30/16	
Big W Ranch, Inc.	CRCD Carlton Trust Building Office Space	FL101	Anchorage	\$72,278	4,104	05/08/96	8/31/13	Try to reduce space & move to Kaloa Bldg
HTGP&B Investments '81	FS Division of Design & Construction	FL116	Fairbanks	\$173,272	8,686	09/01/94	2/28/14	Renew - One additional 1 year renewal
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	9/30/14	Negotiate new lease
Unalaska City School Dist.	IA-C Aleutian Learning Center	FL141	Unalaska	\$10,350	700	07/01/96	6/30/13	Auto Annual Renewal
Unalakleet Native Corporation	NWC Unalakleet Native Corp Office Building	FL185	Unalakleet	\$6,000	285	02/17/07	2/16/13	Renew - Three additional 1 year renewals
City of Shishmaref	NWC Shishmaref Learning Center	FL091	Shishmaref	\$8,903	960	02/01/09	7/31/14	Renew - One additional 1 year renewal
J L Properties, Inc.	IARC Housing (Sophie Plaza Apts)	FL183	Fairbanks	\$25,760	900	06/01/08	5/31/14	Renew - Annual Renewal Options
Wells Fargo	UA Press and UMP Office & Storage Space	FL153	Fairbanks	\$142,629	7,378	07/01/04	9/30/13	Terminated Lease 9/30/2013
Wells Fargo	AK Sea Grant Office & Storage Space	FL153	Fairbanks	\$91,189	4,717	07/01/04	9/30/13	Terminated Lease 9/30/2013
North Pacific Research Board	SFOS/MAF Office Space	FL178	Anchorage	\$82,709	3,070	11/01/12	10/31/13	TBD - Four additional 1 year renewals
KRK Management	SFOS/MAF Parking Spaces		Anchorage	\$9,600	8 spaces	10/1/2012	9/30/2014	TBD - with MAP NPRB Lease
Monterey Bay Aquarium	SFOS/GURU Lab & Office Space	FL118	California	\$24,974	374	09/01/08	8/31/14	Renew - Three additional 1 year renewals
Prince William Sound Aquaculture	SFOS/MAF Office Space	FL088	Cordova	\$0	360	05/01/04	4/30/14	Auto Annual Renewal
Petersburg Indian Association	SFOS/MAF Office Space	FL188	Petersburg	\$9,500	500	11/01/08	10/31/14	Advertise for new lease
FNSBSD	UAF CTC Hutchison Institute of Technology	FL125	Fairbanks	\$335,375	50,334	07/01/04	3/31/43	
McKinley Development, Inc.	UAF CTC Auto Shop McKinley Industrial Building	FL131	Fairbanks	\$149,156	9,000	06/02/06	3/31/13	Terminated Lease 3/31/2013
Fairbanks Pipeline Training Center Trust	UAF CTC Process Technology & Environmental Safety	FL193	Fairbanks	\$176,434	6,535	12/01/09	11/30/14	Renew - Two additional 1 year renewals
FY13 UA Review MAU Square Footage: 3,404,398				\$2,441,695	150,085			
TOTAL								

D(1)(a) - Total Percentage UAF Utilized Space Leased 4.41%

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	FY13 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	\$1,446,418	61,937	3/31/24	3/31/14	Terminating effective 3/31/2014
Constitution Hall	Campus Barbershop	Fairbanks	\$4,608	200	auto annual	6/30/14	Per SW Land Management, execute concession contract
Wood Center	Spirit of AK Federal Credit Union	Fairbanks	\$15,983	460	11/30/23	11/30/13	Renew with potential cost increase
Barnette Parking Garage	State of Alaska - Dept of Administration	Fairbanks	\$75,000	70 spaces	n/a		Vacated 9/30/13
Attorney Plaza**	USGS	Fairbanks	\$3,794	157	2/28/15	2/28/14	Renewal based upon HTGP&B Lease action
Kaloea Building**	Institute of the North	Anchorage	\$48,380	1,667	4/30/20	4/30/15	
Poker Flat	Summit Telephone	Fairbanks	\$3,060	145	auto annual	3/31/14	Renew, if requested by Lessee
Syun Ichi Akasofu	National Weather Service	Fairbanks	\$293,652	5,829	12/31/56	12/31/16	
Moore Hall (Cellular Antennas)	GCI	Fairbanks	\$16,950	20	10/14/22	10/14/17	
FY13 UA Review MAU Square Footage: 3,404,398			\$1,907,844	70,420			

* No Rent paid. Pays electric and telephone fees.

**This is University Leased space subleased to third-party.

D(1)(c) Total Percentage UAF Owned Space Leased to Third Party	2.07%
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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

Category / Description	Debt Amount	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Current Debt												
SERIES K - WRRB, Refinance C & I	\$	694	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SERIES L - WRRB, Athletics, CRA, Electric Line		290	280	-	-	-	-	-	-	-	-	-
SERIES N - Intertie, Chiller, BIRD, Patty Ice, Aurora, Elvey		1,424	1,233	1,231	1,343	1,295	585	582	583	585	583	584
SERIES O - Lena Point, Museum, Arctic Health, Virology		942	948	948	952	945	951	278	281	273	319	319
SERIES P - Refinancing Series H & J		1,258	1,242	1,248	1,246	1,244	1,245	779	775	775	777	779
SERIES Q - Life Sciences and Deferred Maintenance I		2,794	3,484	3,482	3,485	3,485	3,484	3,485	3,482	3,485	3,485	3,478
SERIES R - Refinance Series K, L, and M		552	838	835	835	992	993	1,462	1,460	1,460	1,458	1,463
SERIES S - Def Maint & Multiple Refinancings		-	1,258	1,423	1,428	1,266	1,973	1,679	1,685	1,688	1,577	1,576
Sub-Total: Debt Service on Current Debt Issues	\$	7,953	\$ 9,283	\$ 9,167	\$ 9,289	\$ 9,228	\$ 9,232	\$ 8,264	\$ 8,265	\$ 8,266	\$ 8,199	\$ 8,201
Capital Lease												
UAF Student Dining Facility Lease Payments		-	-	621	1,390	1,390	1,390	1,385	1,385	1,385	1,385	1,385
Sub-Total: Current Debt and Capital Lease Pmts	\$	7,953	\$ 9,283	\$ 9,788	\$ 10,679	\$ 10,618	\$ 10,622	\$ 9,649	\$ 9,650	\$ 9,651	\$ 9,584	\$ 9,586
Projects with Anticipated Debt Issues												
Engineering Building [1]	\$	10,000	-	-	786	786	786	786	786	786	786	786
Sub-Total: Debt Service on Anticipated Debt Issues	\$	-	\$ -	\$ -	\$ 786	\$ 786	\$ 786	\$ 786	\$ 786	\$ 786	\$ 786	\$ 786
TOTAL Debt Service and Capital Lease	\$	7,953	\$ 9,283	\$ 9,788	\$ 11,465	\$ 11,405	\$ 11,409	\$ 10,436	\$ 10,436	\$ 10,438	\$ 10,370	\$ 10,372
Percent of Unrestricted Revenue		2.8%	3.2%	3.2%	3.7%	3.5%	3.4%	3.1%	3.0%	2.9%	2.8%	2.7%
Total Unrestricted Revenue (Forecast with 3% Growth)	\$	286,091	\$ 294,674	\$ 303,514	\$ 312,620	\$ 321,998	\$ 331,658	\$ 341,608	\$ 351,856	\$ 362,412	\$ 373,284	\$ 384,483
Internal Debt (Statewide Working Capital Arrangements)												
CTC Aviation Program Hangar	\$	195	\$ 195	\$ 195	\$ 195	\$ 195	\$ 195	\$ 195	\$ 195	\$ 195	\$ 195	\$ 195
Seward Marine Center - ORCA Building	\$	167	167	167	167	167	167	167	167	167	167	167
Total: Debt Service on Internal Debt Arrangements	\$	362	\$ 362	\$ 362	\$ 362	\$ 362	\$ 362	\$ 362	\$ 362	\$ 362	\$ 362	\$ 362

[1] Engineering debt estimated with 5% issuing cost premium (\$10.5M) financed over 20 years at 4.2% interest.

Administrative & Support Capacity Update: Spring 2008 - Spring 2013

August 2013

Introduction

Many factors, both internal and external, influence UAF's budget. Among the most influential are state general fund support, federal receipts, indirect cost recovery from research expenditures, tuition, fees and private and philanthropic giving.

UAF is facing significant, yet manageable, budget issues for FY14; however to improve our position for FY15-FY16, sustainable solutions must be implemented. Although there are modest State funding increases in FY14, a budget gap is projected for next fiscal year. Without managed change, UAF's budgeted cost increase exceeds projected revenue in the \$8.5M range.

UAF leaders have enacted several options to address this funding gap:

- 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

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

Based on the FY15 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. 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 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 2013.

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 (FTEs). 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) can be found online at:
<http://www.uaf.edu/finserv/omb/administrative-support-re/>.

For purposes of this analysis, employees are divided into four major groups: The categories are updated from the Phase 1 report and separates traditional administrative and support positions from student services, communications and development positions.

- **Faculty, Research & Other** - In addition to faculty, this includes research associates, research technicians, librarians, library technicians, broadcast technicians (primarily associated with KUAC) and athletics coaches.
- **Program** - Staff on instructional, research, museum, library, athletics or public service program codes, or on auxiliary or restricted funds. 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.
- **Admin & Support** - This includes departmental administrators, administrative specialists/generalists, fiscal managers/technicians, human resources, procurement, police, fire, environmental health/safety/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 Administrative or Traditional Admin."
- **Student Services and Communications & Development** - This includes student services staff including student support and advising, communications, and development professionals.

The total number of UAF FTEs is reduced from 2,230 in spring 2008 to 2,156 in spring 2013, a total reduction of approximately 74 FTEs. Faculty, research associates, librarians, library technicians,

research technicians, and coaches numbered 929 in fall 2013, and held relatively stable compared to 2008.

UAF FTE Staffing Trends: FY08-FY13

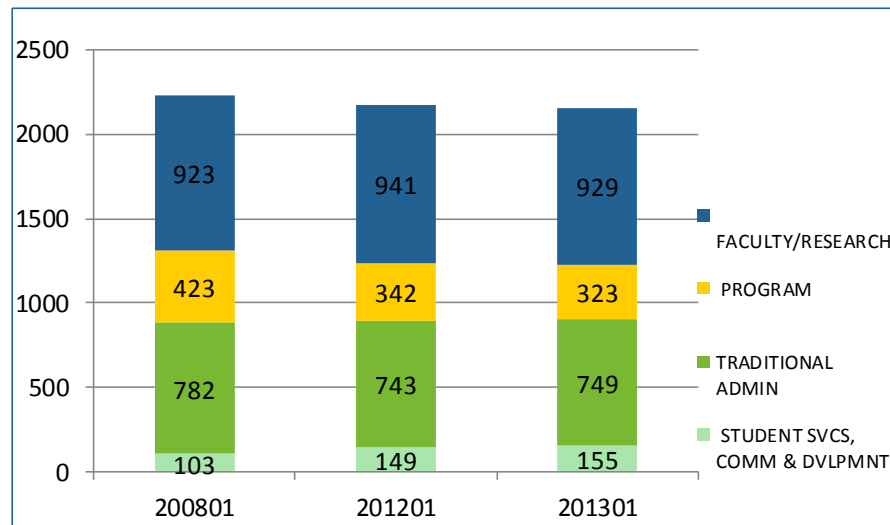


Figure 1

As of spring 2013 there are 749 FTE's with job titles that are traditional administrative and support related. This is a decrease of 32 FTE'S since the 2008 snapshot. This category includes administrative generalist/specialists, fiscal managers/technicians, human resources, procurement, police, fire, EHS&RS and facilities staff. The decline in traditional administration FTE's is most typically a result of organizational/program changes or attrition followed by vacancy management.

Areas of Strategic Investment & Change (FTEs): Spring 2008-2013

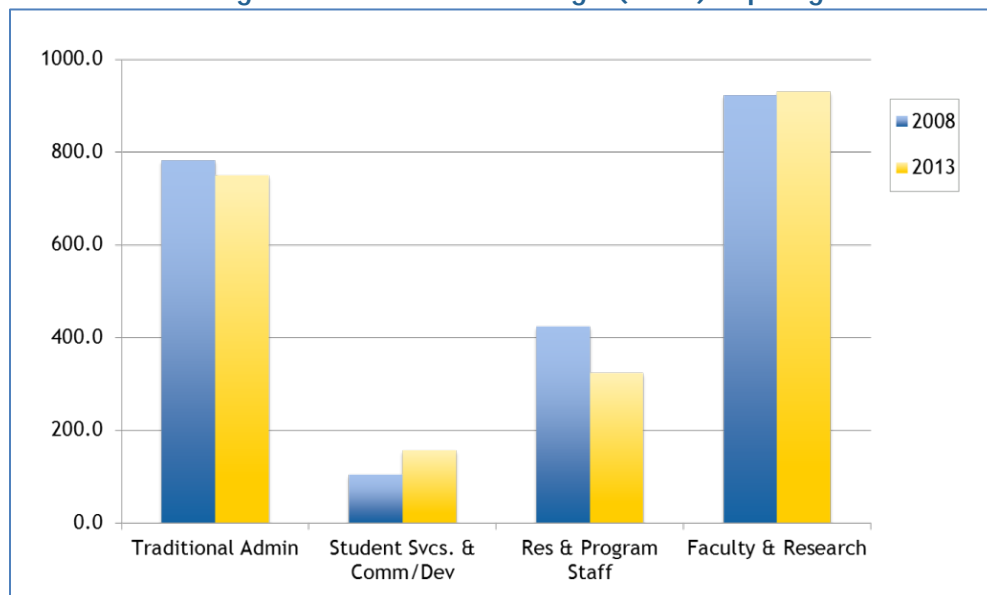


Figure 2

Student services professionals and advising staff, as well as marketing and communications or development/fundraising staff are grouped separately due to the nature of the specialized functions.

Additionally, 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, so growth in these areas is expected (approximately 50 FTE's 2008-2013).

UAF FTE Staffing Change by Group: FY08-FY13

	200801	201201	201301	% Change 08-13	% Change 12-13
STUDENT SVCS, COMM & DVLPMNT	103	149.2	155.2	50.7%	4.0%
TRADITIONAL ADMIN	781.6	742.2	749.3	-4.1%	1.0%
FACULTY/RESEARCH	922.5	940.6	929.4	0.7%	-1.2%
PROGRAM	423.1	342.3	322.5	-23.8%	-5.8%
Total	2230.2	2174.3	2156.4	-3.3%	-0.8%

Figure 3

The most significant decrease in FTEs since 2008 is in the Program area (approximately 100 FTE 2008-2013), which is highly representative of those employees on restricted or grant/contract based external agency funds. Since spring of 2012, 20 positions have been discontinued in program or restricted funded areas. As Federal dollars accounts for 71% of UAF's research, outreach or service grant funded projects in FY13, per the FY13 Proposal Report prepared by the Office of Sponsored Programs, decline in this area has significant impact on UAF.

As the Federal fiscal climate has become tighter and more competitive for research awards over the past several years, this change is to be somewhat anticipated, however; UAF's unrestricted fund dollars cannot easily absorb all employees where funding is discontinued.

Correspondingly, it should be noted that UAF unrestricted (general fund, tuition and ICR) salary expenditure increase from FY07-FY12 show investment in Faculty and Student areas as the highest increase. See Figure 4.

Unrestricted Salary Expenditure Trend FY07-FY12 as % of Total

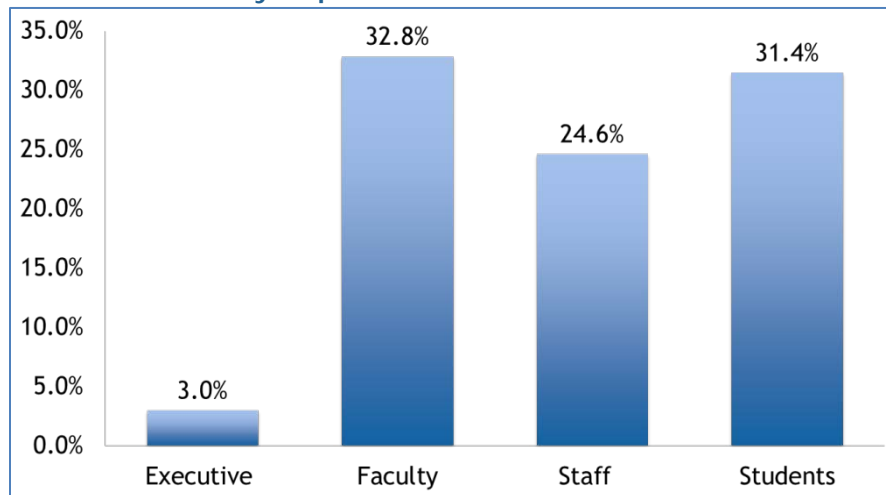


Figure 4

Figure 5 shows the change in all FTE employees by UAF vice chancellor (VC) area. Administrative Services (VCAS), Research (VCR), the Office of Information Technology (OIT) and University & Student Advancement (VC USA) all reduced FTE from 2008 through the spring of 2013, although change is slight in all areas except for VCAS and VCR. This is reflective of tighter management of Traditional Administration 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 increase in the Chancellor area is accounted for entirely from e-Learning which was recently transferred from CRCD.

UAF Employee FTE Changes by Vice Chancellor (VC) Area: FY08-FY13

FTE Structure	200801	201201	201301	% Change 08-13
Provost	843.5	874.9	879.9	4.32%
CRCD	276.4	275.7	271.1	-1.90%
VCR	455.9	423.0	401.5	-11.94%
VCUSA	193.6	185.6	187.0	-3.43%
Chancellor	24.3	34.0	36.0	47.88%
OIT	39.0	40.8	36.9	-5.38%
VCAS	397.4	340.5	344.0	-13.44%
Grand Total	2230.2	2174.3	2156.4	-3.31%

Figure 5

Major Highlights by VC Level FY08-FY13

There were increases in academics (Provost) and E-Learning (Chancellor). This demonstrates a focus on faculty staffing and instructional priorities for the UAF campus as a whole. As E-Learning is currently organized under the Chancellor (and has a low level of staffing in general) the increase in this area (as a percentage) represents 10 FTEs. E-Learning has grown since 2008 as staff that support curriculum development and student service have been added in order to increase the availability of and access to UAF online course offerings. Online course enrollment has increased 46% over the last five years.

In academic areas under the Provost, traditional administration has gone down, while communication and development, advisors and student support services, and faculty FTEs have all increased. Growth in comprehensive advising accounts for 6 FTEs, and another 4 FTEs were added in student support in schools and colleges.

Faculty and instructional increases are also visible in schools and colleges. The School of Fisheries and Ocean Sciences, the College of Engineering and Mines, Cooperative Extension Service, the School of Management, and College of Natural Sciences and Mathematics have all increased support in a combination of student advising, student services and/or communications and development efforts since Spring 2008.

Over time CRCD has made investments in key strategic areas; however much of this change is offset by a corresponding reduction in fiscal and HR staff. CRCD added student service positions at each campus, administrative generalists, information service staff, administrative managers and professionals; however, the unit at a VC level shows slight decline over time. CRCD positions are typically more highly variant, based on changing restricted fund (or title III) funding sources, projects, and rural community programs.

As noted above, the areas under the VCR have experienced a significant decline, 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 includes a loss of program staff funded by these external sources. This has significant impact on UAF and every effort is being made to garner additional funds; however, this has resulted in loss of staff positions at UAF over that time.

Since Spring 2008, VCUSA has experienced significant organizational change. This analysis attempts to normalize the changes to see a trend. Traditional admin including IS staff and program staff are all 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.

OIT has remained fairly consistent over time, experiencing a slight decline in recent years. Further analysis regarding provision of technology services and exploration of shared service models at UAF is ongoing as part of the larger budgetary discussions.

VCAS is composed mostly of traditional administration positions and facilities services staff. VCAS has reduced in administrative staff due to refined business processes efforts, distribution of some authority or services to units where appropriate (including exploration of shared service models), and through vacancy management and reorganization. Facilities Services is also a fairly variable area based on decisions made related to service contracts. Over time, UAF has moved to outsource some services where it was cost effective to do so, and other times, specific services have moved in-house where UAF staff have been able to provide the services more effectively.

Next Steps

Due to the tighter budget climate projected for FY14 and beyond, it is the responsibility of UAF leadership, staff and faculty to carefully analyze, manage and plan for future revenue and expenditure gaps. Methods to increase revenues and decrease expenditures should focus on long-term sustainability.

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.

There are two mechanisms related to vacancy management as part of the plan to address the budget gap:

- Delaying hiring actions to maximize vacancy savings
- Identifying specific reductions to programs and services

Unit specific detail will be provided to each UAF Dean, Director and Vice Chancellor. This data is intended to help provide leadership with some of the management information. 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.

Total UAF Employee (FTEs)								
VC Level						Traditional Admin		
	200801	201201	201301	% Change 08-13	% Change 12-13	200801	201301	% Change 08-13
Provost	843.5	874.9	880.0	4.3%	0.6%	161.3	169.9	5.3%
CEM Engineering & Computer Science	61.8	62.2	60.7	-1.9%	-2.5%	11.2	11.4	1.5%
CEM Institute of Northern Engineering	50.5	63.6	63.5	25.8%	-0.3%	6.9	11.8	71.6%
CNSM Natural Science and Mathematics	85.6	88.7	95.6	11.8%	7.8%	13.5	16.2	20.0%
College of Liberal Arts	158.7	157.6	161.3	1.6%	2.3%	30.9	31.3	1.4%
Cooperative Extension Service	69.4	72.9	72.6	4.6%	-0.4%	7.9	17.0	116.1%
Office of the Provost	32.7	38.3	42.6	30.5%	11.3%	16.3	16.5	1.4%
Rasmuson Library	61.8	63.0	64.0	3.7%	1.6%	0.0	0.0	0.0%
School of Education	31.2	35.7	32.8	5.0%	-8.1%	7.0	6.0	-14.3%
School of Fisheries and Ocean Sciences	143.0	150.5	153.4	7.2%	1.9%	34.0	30.2	-11.3%
School of Management	28.5	34.8	35.3	23.7%	1.4%	5.6	5.6	1.4%
School of Natural Resources and Agricultural Sciences	81.7	74.3	64.3	-21.3%	-13.4%	18.4	16.0	-13.3%
Summer Sessions and Lifelong Learning	4.0	4.8	5.0	25.0%	5.3%	3.0	3.0	0.0%
University of Alaska Museum of the North	34.8	28.6	29.0	-16.6%	1.5%	6.8	5.0	-25.9%
CRCD	276.4	275.7	270.3	-2.2%	-1.9%	76.4	87.8	15.0%
Bristol Bay Campus	25.0	31.0	30.5	21.9%	-1.6%	7.0	11.3	62.2%
Chukchi Campus	12.0	12.5	13.0	8.0%	4.0%	3.0	2.0	-32.2%
Community and Technical College	74.5	74.5	68.2	-8.5%	-8.5%	20.3	23.4	15.3%
Interior-Aleutians Campus	39.7	40.7	42.3	6.4%	4.0%	13.2	13.1	-0.2%
Kuskokwim Campus	45.3	45.3	45.2	-0.1%	-0.1%	8.0	11.0	37.5%
Northwest Campus	21.4	17.8	19.1	-10.6%	7.6%	8.0	9.7	20.6%
Rural College	58.4	54.0	52.1	-10.8%	-3.5%	17.0	17.3	1.8%
VCR	455.9	423.0	401.3	-12.0%	-5.1%	75.3	77.8	3.4%
Arctic Region Supercomputing Center	53.3	21.3	16.4	-69.3%	-22.9%	1.2	1.2	-4.2%
Developmental Programs and Projects	25.9	16.6	17.9	-31.0%	7.9%	0.6	1.1	98.2%
Geophysical Institute	203.4	183.3	178.7	-12.2%	-2.5%	36.8	32.1	-12.6%
Institute of Arctic Biology	116.3	105.9	98.1	-15.7%	-7.4%	18.0	18.8	4.3%
International Arctic Research Center	39.6	73.5	68.4	72.9%	-6.9%	6.8	13.2	95.9%
VC Research	17.5	22.6	22.0	25.6%	-2.7%	12.0	11.5	-4.6%
VCUSA	193.6	185.6	187.0	-3.4%	0.7%	58.5	45.1	-22.9%
Development	12.0	8.8	7.8	-35.4%	-11.4%	5.0	3.0	-40.0%
Enrollment Services	44.4	45.5	44.9	1.1%	-1.4%	13.9	10.0	-28.0%
Intercollegiate Athletics	24.3	26.0	23.0	-5.2%	-11.5%	0.0	0.0	0.0%
KUAC FM-TV	25.5	17.5	18.5	-27.5%	5.7%	4.0	1.0	-75.0%
Student Center	9.8	14.5	20.3	107.7%	39.7%	4.8	4.8	0.0%
Student Life	53.8	23.6	24.5	-54.4%	4.0%	18.8	4.8	-74.7%
Student Services	0.0	24.8	24.5	0.0%	-1.1%	0.0	11.5	100.0%
University Relations	6.5	0.0	0.0	-100.0%	0.0%	4.5	0.0	-100.0%
VC Advancement & Community Engagement Operations	17.5	25.0	23.6	35.1%	-5.7%	7.6	10.1	33.2%
Chancellor	24.3	34.0	36.0	47.9%	5.9%	15.8	16.4	3.8%
Chancellor	6.3	8.0	7.5	19.2%	-6.3%	4.5	6.9	52.2%
eLearning & Distance Ed	16.0	24.0	26.5	65.5%	10.4%	9.3	7.5	-18.9%
Governance	2.1	2.0	2.0	-2.4%	0.0%	2.0	2.0	0.0%
OIT	39.0	40.8	36.9	-5.4%	-9.4%	39.0	35.9	-7.9%
Office Information Technology	39.0	40.8	36.9	-5.4%	-9.4%	39.0	35.9	-7.9%
VCAS	397.4	340.5	345.0	-13.2%	1.3%	355.5	316.4	-11.0%
Central Managed Projects	0.0	1.0	1.0	0.0%	0.0%	0.0	1.0	100.0%
Facilities Services	203.2	177.1	214.3	5.5%	21.0%	196.8	196.0	-0.4%
Financial/Support Services	136.0	116.7	84.4	-38.0%	-27.7%	122.8	83.4	-32.1%
Health Safety Fire and Risk Management	39.0	37.5	39.0	0.0%	4.0%	32.2	32.2	0.2%
VC Administrative Services	19.2	8.3	6.4	-66.7%	-22.4%	3.8	3.8	2.4%
Grand Total	2230.1	2174.3	2156.4	-3.3%	-0.8%	781.6	749.27	-4.1%

Total UAF Employee (FTEs) by VC Group and Job Category							
VC Level	Group	Job Category	2008.0	2012	2013	% Change 08-13	% Change 12-13
PROVOST	Provost Subtotal		843.5	874.9	879.9	4.3%	0.6%
	Traditional Admin	TRAD. ADMIN SUB TOTAL	161.3	161.5	169.9	11.3%	11.2%
		ADMIN GENERALIST	81.1	81.3	90.3	11.3%	11.2%
		ADMIN MANAG&PROF	5.1	8.3	8.0	56.9%	-3.0%
		CHANCELLOR VC D&D	21.1	16.8	16.3	-22.7%	-3.1%
		FACILITY	6.8	9.5	9.8	44.4%	2.6%
		FISCAL MANAG&PROF	13.0	14.9	16.5	26.9%	10.7%
		FISCAL TECH	23.3	16.5	14.8	-36.5%	-10.6%
		HR STAFF	4.0	4.0	3.0	-25.0%	-25.0%
		IS STAFF	7.0	10.3	11.3	60.7%	9.8%
	Student Svcs, Comm & Dev.		37.7	62.6	70.3	86.5%	12.3%
	Program	PROGRAM SUB TOTAL	87.4	73.1	64.0	-44.9%	-27.5%
		ADMIN GENERALIST	48.3	36.7	26.6	-44.9%	-27.5%
		ADMIN MANAG&PROF	6.9	4.8	5.3	-23.0%	10.6%
		CHANCELLOR VC D&D	11.3	11.4	10.8	-4.8%	-5.5%
		FACILITY	1.0	3.8	7.5	650.0%	99.5%
		FISCAL MANAG&PROF	2.9	3.0	2.0	-32.3%	-34.6%
		FISCAL TECH	2.5	1.0	0.0	-100.0%	-100.0%
		HR STAFF	1.0	1.0	1.0	0.0%	0.0%
		IS STAFF	13.5	11.4	10.9	-19.5%	-4.4%
		POLICE, FIRE & RM	0.0	0.1	0.0	100.0%	-100.0%
	Faculty & Research	OTHER	557.1	577.7	575.7	3.3%	-0.3%
CRCD	CRCD Subtotal		276.4	275.7	271.1	-1.9%	-1.7%
	Traditional Admin	TRAD. ADMIN SUB TOTAL	76.4	86.4	87.8	15.0%	1.6%
		ADMIN GENERALIST	40.1	51.3	51.2	27.8%	-0.2%
		ADMIN MANAG&PROF	1.9	5.1	6.3	230.0%	23.9%
		CHANCELLOR VC D&D	8.9	6.7	8.5	-4.0%	26.9%
		FACILITY	2.0	2.6	2.8	38.5%	8.2%
		FISCAL MANAG&PROF	6.0	6.0	6.0	0.0%	0.0%
		FISCAL TECH	10.5	9.0	9.0	-14.3%	0.0%
		HR STAFF	2.0	1.0	0.0	-100.0%	-100.0%
		IS STAFF	5.0	4.8	4.0	-20.0%	-16.7%
	Student Svcs, Comm & Dev.		38.2	39.3	42.0	9.9%	6.9%
	Program	PROGRAM SUB TOTAL	48.9	36.1	27.8	-43.1%	-22.9%
		ADMIN GENERALIST	35.7	24.9	18.1	-49.3%	-27.2%
		ADMIN MANAG&PROF	4.1	3.9	1.7	-57.8%	-56.1%
		CHANCELLOR VC D&D	0.1	0.3	0.0	-100.0%	-100.0%
		FACILITY	4.0	5.0	5.0	25.0%	0.0%
		FISCAL TECH	1.0	0.0	0.0	-100.0%	0.0%
		IS STAFF	4.0	2.0	3.0	-25.0%	50.0%
	Faculty & Research	OTHER	112.9	113.9	113.5	0.5%	-0.4%
VCR	VCR Subtotal		455.9	423.1	401.5	-11.9%	-5.1%
	Traditional Admin	TRAD. ADMIN SUB TOTAL	75.3	84.2	77.8	3.4%	-7.6%
		ADMIN GENERALIST	20.3	24.9	17.1	-15.6%	-31.4%
		ADMIN MANAG&PROF	7.8	9.8	8.7	10.9%	-11.3%
		CHANCELLOR VC D&D	6.4	6.2	7.6	19.1%	21.5%
		FACILITY	5.5	4.0	4.7	-14.2%	18.0%
		FISCAL MANAG&PROF	6.6	9.9	12.9	94.7%	29.8%
		FISCAL TECH	13.3	12.4	13.8	4.2%	11.6%
		HR STAFF	6.0	5.0	4.5	-25.0%	-10.0%
		IS STAFF	9.5	12.1	8.7	-8.9%	-28.2%
	Student Svcs, Comm & Dev.		18.9	16.5	14.3	-24.3%	-13.3%
	Program	PROGRAM SUB TOTAL	152.0	119.1	114.2	-24.9%	-4.1%
		ADMIN GENERALIST	18.4	11.8	9.7	-46.9%	-17.6%
		ADMIN MANAG&PROF	9.2	5.5	4.4	-52.7%	-20.9%
		CHANCELLOR VC D&D	7.9	8.4	10.1	28.3%	20.0%
		FACILITY	4.7	7.6	7.9	70.3%	3.8%
		FISCAL MANAG&PROF	5.0	4.1	3.2	-37.0%	-23.2%
		FISCAL TECH	5.3	3.1	1.7	-67.5%	-45.4%
		IS STAFF	101.7	78.5	77.2	-24.1%	-1.6%
	Faculty & Research	OTHER	209.8	203.3	195.2	-6.9%	-4.0%

VCUSA	VCUSA Subtotal		193.6	185.6	187.0	-3.4%	0.7%
	Traditional Admin	<i>TRAD. ADMIN SUB TOTAL</i>	<i>58.5</i>	<i>49.8</i>	<i>46.1</i>	<i>-21.2%</i>	<i>-7.4%</i>
		ADMIN GENERALIST	36.8	26.2	24.7	-33.1%	-5.9%
		ADMIN MANAG&PROF	1.0	1.0	1.0	0.0%	0.0%
		CHANCELLOR VC D&D	8.0	10.0	9.2	14.9%	-8.0%
		FACILITY	3.0	1.4	0.5	-83.3%	-63.0%
		FISCAL MANAG&PROF	2.0	4.0	3.5	75.0%	-12.5%
		FISCAL TECH	3.3	2.8	1.8	-46.2%	-36.4%
		HR STAFF	0.0	1.0	1.0	100.0%	0.0%
		IS STAFF	4.4	3.5	4.5	2.7%	28.6%
	Student Svcs, Comm & Dev.		77.4	87.0	85.6	10.6%	-1.6%
	Program	<i>PROGRAM SUB TOTAL</i>	<i>19.8</i>	<i>14.6</i>	<i>23.3</i>	<i>17.7%</i>	<i>59.8%</i>
		ADMIN GENERALIST	11.3	7.0	7.0	-37.8%	0.7%
		ADMIN MANAG&PROF	2.0	2.0	2.8	37.5%	37.5%
		CHANCELLOR VC D&D	1.5	1.0	1.0	-33.3%	0.0%
		FACILITY	2.0	2.6	9.0	350.0%	246.2%
		FISCAL MANAG&PROF	3.0	2.0	3.5	16.7%	75.0%
	Faculty & Research	OTHER	38.0	34.3	32.0	-15.8%	-6.6%
CHANCELLOR	CHANCELLOR Subtotal		24.3	34.0	36.0	47.9%	5.9%
	Traditional Admin	<i>TRAD. ADMIN SUB TOTAL</i>	<i>15.8</i>	<i>14.7</i>	<i>16.4</i>	<i>3.8%</i>	<i>11.2%</i>
		ADMIN GENERALIST	10.8	9.0	8.7	-19.5%	-3.9%
		ADMIN MANAG&PROF	0.0	0.7	1.7	100.0%	142.9%
		CHANCELLOR VC D&D	3.0	4.0	3.0	0.0%	-25.0%
		FISCAL MANAG&PROF	1.0	0.0	1.0	0.0%	100.0%
		IS STAFF	1.0	1.0	2.0	100.0%	100.0%
	Student Svcs, Comm & Dev.		3.1	9.0	9.0	195.1%	0.0%
	Program	ADMIN GENERALIST	0.8	0.8	0.6	-20.0%	-20.0%
	Faculty & Research	OTHER	4.8	9.5	10.0	110.1%	5.3%
	OIT Subtotal		39.0	40.8	36.9	-5.4%	-9.4%
	Traditional Admin	<i>TRAD. ADMIN SUB TOTAL</i>	<i>39.0</i>	<i>38.9</i>	<i>35.9</i>	<i>-7.9%</i>	<i>-7.7%</i>
		ADMIN GENERALIST	2.0	2.0	2.0	0.0%	0.0%
		CHANCELLOR VC D&D	1.0	0.0	1.0	-100.0%	100.0%
		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	35.0	31.0	-8.8%	-11.4%
	Student Svcs, Comm & Dev.		0.0	1.0	1.0	100.0%	0.0%
	Program	IS STAFF	0.0	0.9	0.0	100.0%	-100.0%
VCAS	VCAS Subtotal		397.4	340.5	344.0	11.9%	-12.8%
	Traditional Admin	<i>TRAD. ADMIN SUB TOTAL</i>	<i>355.5</i>	<i>307.7</i>	<i>314.7</i>	<i>-11.5%</i>	<i>2.3%</i>
		ADMIN GENERALIST	32.4	25.3	28.3	-12.8%	11.9%
		ADMIN MANAG&PROF	5.5	9.7	9.7	75.6%	0.0%
		CHANCELLOR VC D&D	7.0	10.2	12.3	75.2%	20.0%
		FACILITY	206.4	168.3	166.5	-19.3%	-1.1%
		FISCAL MANAG&PROF	19.0	17.5	18.0	-5.3%	2.9%
		FISCAL TECH	26.9	22.5	24.5	-8.9%	8.8%
		HR STAFF	15.0	14.0	13.5	-10.0%	-3.6%
		IS STAFF	5.0	6.0	6.0	20.0%	0.0%
		POLICE, FIRE & RM	30.3	28.2	29.0	-4.1%	2.8%
		PROCUREMENT	8.0	6.0	7.0	-12.5%	16.7%
	Student Svcs, Comm & Dev.		2.0	1.0	1.0	-50.0%	0.0%
	Program	<i>PROGRAM SUB TOTAL</i>	<i>39.9</i>	<i>29.8</i>	<i>25.3</i>	<i>-36.6%</i>	<i>-15.1%</i>
		ADMIN GENERALIST	2.6	3.0	2.0	-23.1%	-33.3%
		ADMIN MANAG&PROF	3.5	0.3	2.3	-33.1%	588.2%
		CHANCELLOR VC D&D	0.0	1.1	0.2	100.0%	-79.4%
		FACILITY	18.5	15.1	10.3	-44.5%	-32.1%
		FISCAL MANAG&PROF	0.0	0.0	0.5	0.0%	100.0%
		FISCAL TECH	6.1	2.0	1.0	-83.6%	-50.0%
		POLICE, FIRE & RM	9.3	8.3	9.0	-2.7%	8.4%
	Faculty & Research	OTHER	0.0	2.0	3.0	100.0%	50.0%
Grand Total			2230.2	2174.5	2156.4	-3.3%	-0.8%