



# University of Alaska Fairbanks

## FY15 Financial Review November 2015

THE **CORNERSTONE**  
OF ALASKA'S EDUCATION SINCE 1917







## MANAGEMENT AND BUDGET

---

University of Alaska Fairbanks

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

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



*Naturally Inspiring.*  
*since 1917*



# MANAGEMENT AND BUDGET

University of Alaska Fairbanks

## FY15 Financial Review with FY16-FY17 Outlook November 2015

---

### Table of Contents

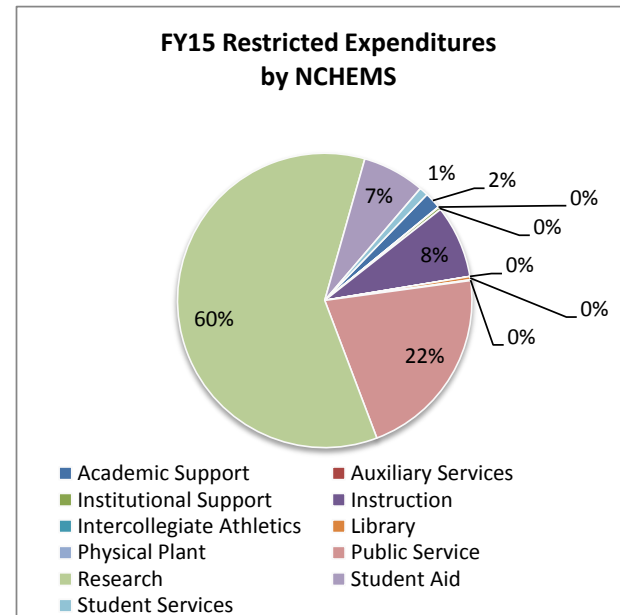
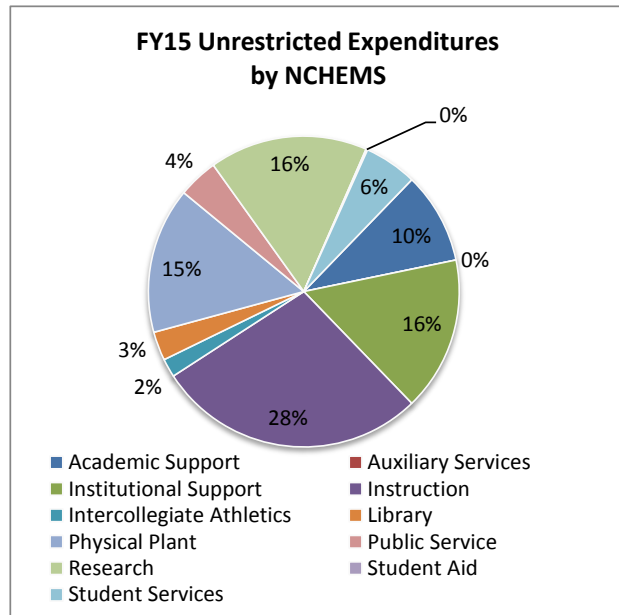
#### 10-Year Financial and FTE Snapshot

UAF FY15 Performance Target Recap .....	1
Executive Summary .....	7
Section 1. Revenue & Expenditure Trends .....	11
Section 2. Revenue Projections FY15-FY17 .....	28
Section 3. Auxiliary & Recharge Schedule .....	38
Section 4. Resource Reinvestment & Reallocation .....	44
Section 5. Facilities Snapshot .....	53
Section 6. Employee Trends & Process Improvement .....	61
Appendix	



Table 1: Total UAF Expenditures

FUND TYPE	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	%Change 06-15	%Change 14-15
<b>Unrestricted</b>												
Salaries & Benefits	112,873.5	128,620.3	135,635.0	145,406.3	149,409.3	157,851.8	164,654.8	167,777.7	170,781.6	162,426.4	44%	-5%
Travel	4,240.3	4,694.0	5,206.3	5,938.4	5,709.6	5,403.7	5,842.4	5,802.2	5,591.6	4,175.4	-2%	-25%
Contractual Services	25,827.7	29,731.8	30,519.9	33,858.6	33,087.5	35,850.2	34,254.4	34,736.0	35,865.8	36,464.2	41%	2%
Commodities	10,730.1	12,203.2	12,124.4	14,584.9	11,871.8	13,476.1	13,478.0	13,114.7	12,185.3	12,245.9	14%	0%
Equipment	2,931.3	2,624.9	1,655.5	2,854.8	1,773.5	2,456.2	2,201.4	6,002.3	3,306.7	3,429.7	17%	4%
Student Aid	3,195.1	3,704.9	3,396.4	4,206.1	4,355.4	4,563.7	5,059.3	5,658.3	4,845.3	5,126.5	60%	6%
Land/Buildings	318.1	1,272.3	749.4	762.9	396.9	1,382.0	889.0	2,106.5	6,238.3	16,543.0	5100%	165%
Miscellaneous	12,724.0	16,266.6	12,706.4	20,065.2	16,366.5	25,239.1	21,085.1	24,236.3	27,460.2	25,629.8	101%	-7%
<b>Unrestricted Total</b>	<b>172,840.2</b>	<b>199,118.0</b>	<b>201,993.2</b>	<b>227,677.3</b>	<b>222,970.6</b>	<b>246,222.8</b>	<b>247,464.5</b>	<b>259,434.0</b>	<b>266,274.7</b>	<b>266,040.9</b>	<b>54%</b>	<b>0%</b>
<b>Restricted</b>												
Auxiliary	121,856.1	126,024.4	122,833.1	124,589.5	133,936.3	167,501.4	198,462.7	166,212.5	143,789.7	126,503.0	4%	-12%
Other	18,869.4	19,319.4	20,536.8	17,400.7	17,011.5	12,203.6	17,503.1	15,067.1	13,106.9	14,380.1	-24%	10%
<b>Expenditure Total</b>	<b>342,680.1</b>	<b>376,619.9</b>	<b>379,200.8</b>	<b>403,695.4</b>	<b>406,460.7</b>	<b>459,619.4</b>	<b>497,860.7</b>	<b>474,105.0</b>	<b>458,615.9</b>	<b>437,796.2</b>	<b>28%</b>	<b>-5%</b>



## Notes:

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

2) ICR is shown as net.

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

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

Fund Type	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	%Change 06-15	%Change 14-15
<b>Unrestricted</b>												
General Fund	119,186.0	137,001.7	141,414.6	149,725.3	155,215.6	160,592.5	166,994.5	174,653.3	183,338.7	184,109.7	54%	0%
Indirect Cost Recovery	23,316.1	22,873.6	23,288.4	22,646.3	24,823.4	25,292.3	24,204.2	23,389.3	22,648.5	22,644.9	-3%	0%
Tuition and Fees	26,242.6	27,423.3	29,588.2	31,888.5	34,625.8	38,328.5	40,672.5	41,641.8	40,691.6	42,410.9	62%	4%
Other	8,565.0	10,591.6	11,896.1	10,714.6	13,695.6	19,617.9	16,665.2	19,587.2	17,611.5	16,106.0	88%	-9%
<b>Unrestricted Total</b>	<b>177,309.8</b>	<b>197,890.2</b>	<b>206,187.4</b>	<b>214,974.7</b>	<b>228,360.5</b>	<b>243,831.2</b>	<b>248,536.4</b>	<b>259,271.6</b>	<b>264,290.4</b>	<b>265,271.6</b>	<b>50%</b>	<b>0%</b>
<b>Restricted</b>	<b>121,463.4</b>	<b>125,848.5</b>	<b>122,436.0</b>	<b>124,508.7</b>	<b>133,978.4</b>	<b>167,716.8</b>	<b>198,604.0</b>	<b>166,332.0</b>	<b>143,814.7</b>	<b>126,544.7</b>	<b>4%</b>	<b>-12%</b>
Auxiliary	18,613.3	18,856.5	18,515.4	17,584.6	16,073.5	15,703.9	15,866.0	15,777.4	15,637.7	15,561.8	-16%	0%
Other	32,222.7	31,835.3	33,992.9	36,236.5	35,078.8	38,388.7	37,830.1	33,371.4	34,984.8	35,607.1	11%	2%
<b>Revenue Total</b>	<b>349,609.2</b>	<b>374,430.6</b>	<b>381,131.6</b>	<b>393,304.4</b>	<b>413,491.2</b>	<b>465,640.6</b>	<b>500,836.5</b>	<b>474,752.4</b>	<b>458,727.6</b>	<b>442,985.2</b>	<b>27%</b>	<b>-3%</b>

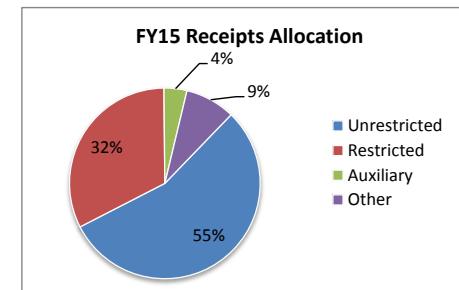
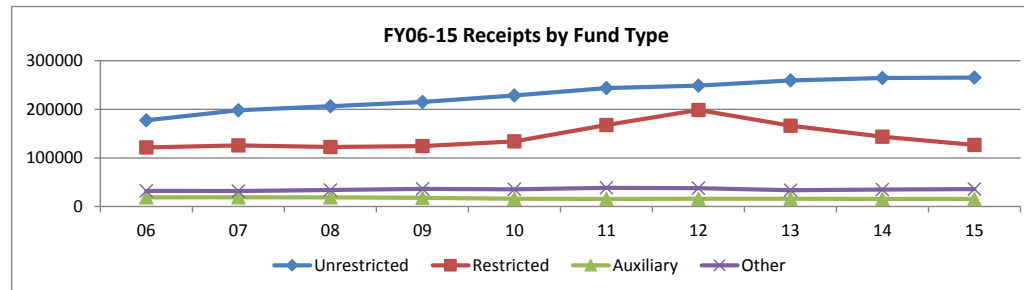
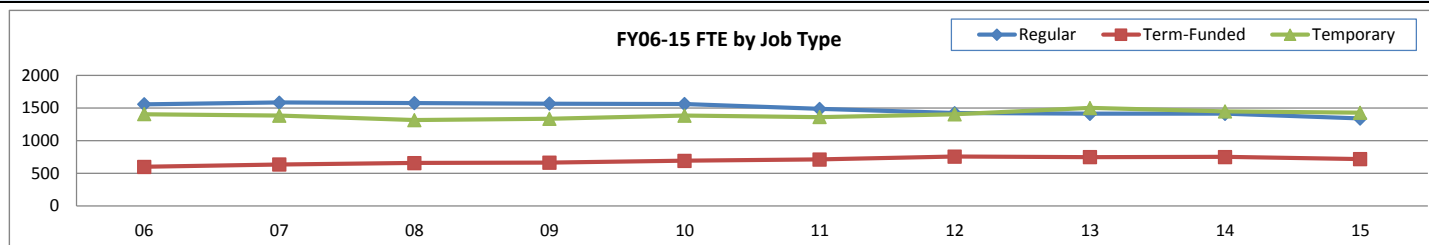


Table 4: Total UAF FTE Count

Job Type	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	%Change 06-15	%Change 14-15
<b>Regular</b>												
Executive	49.4	49.5	52.1	51.1	49.0	48.0	42.0	45.0	44.0	42.0	-15%	-5%
Faculty	431.7	441.1	438.1	432.9	440.2	447.7	429.9	425.8	434.7	417.2	-3%	-4%
Staff	1,074.8	1,091.4	1,083.9	1,082.1	1,070.7	990.2	948.6	940.7	932.1	878.1	-18%	-6%
<b>Regular Total</b>	<b>1,555.9</b>	<b>1,582.0</b>	<b>1,574.1</b>	<b>1,566.2</b>	<b>1,559.8</b>	<b>1,485.9</b>	<b>1,420.5</b>	<b>1,411.5</b>	<b>1,410.8</b>	<b>1,337.3</b>	<b>-14%</b>	<b>-5%</b>
<b>Term-Funded</b>												
Executive	6.0	6.0	6.0	7.0	6.5	6.3	5.5	5.0	7.0	5.0	-17%	-28%
Faculty	199.7	218.3	220.5	227.2	235.1	231.6	257.0	267.8	247.8	235.0	18%	-5%
Staff	392.7	409.8	429.5	429.1	449.7	472.9	491.8	474.9	494.3	476.2	21%	-4%
<b>Term-Funded Total</b>	<b>598.5</b>	<b>634.1</b>	<b>656.0</b>	<b>663.3</b>	<b>691.2</b>	<b>710.8</b>	<b>754.3</b>	<b>747.7</b>	<b>749.1</b>	<b>716.2</b>	<b>20%</b>	<b>-4%</b>
<b>Reg/Term Subtotal</b>	<b>2,154.3</b>	<b>2,216.1</b>	<b>2,230.1</b>	<b>2,229.5</b>	<b>2,251.1</b>	<b>2,196.7</b>	<b>2,174.8</b>	<b>2,159.3</b>	<b>2,160.0</b>	<b>2,053.5</b>	<b>-5%</b>	<b>-5%</b>
<b>Temporary</b>												
Faculty Headcount	375.0	360.5	371.0	351.1	371.9	341.6	343.5	377.2	351.5	349.8	-7%	0%
Staff	175.0	187.6	190.6	212.2	208.3	208.8	240.1	259.6	271.5	274.8	57%	1%
Student	855.0	835.1	754.0	771.5	802.3	810.5	820.9	862.2	824.2	801.7	-6%	-3%
<b>TEMP Headcount Total</b>	<b>1,404.9</b>	<b>1,383.3</b>	<b>1,315.6</b>	<b>1,334.8</b>	<b>1,382.4</b>	<b>1,360.9</b>	<b>1,404.6</b>	<b>1,499.0</b>	<b>1,447.2</b>	<b>1,426.3</b>	<b>2%</b>	<b>-1%</b>
<b>FTE Total</b>	<b>3,559.3</b>	<b>3,599.4</b>	<b>3,545.7</b>	<b>3,564.3</b>	<b>3,633.5</b>	<b>3,557.6</b>	<b>3,579.4</b>	<b>3,658.2</b>	<b>3,607.1</b>	<b>3,479.8</b>	<b>-2%</b>	<b>-4%</b>



## UAF FY15 Performance Target Recap and Strategies to Achieve Results in FY16-FY17

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 FY11 through FY15. Targets are noted for FY16 and FY17 performance.

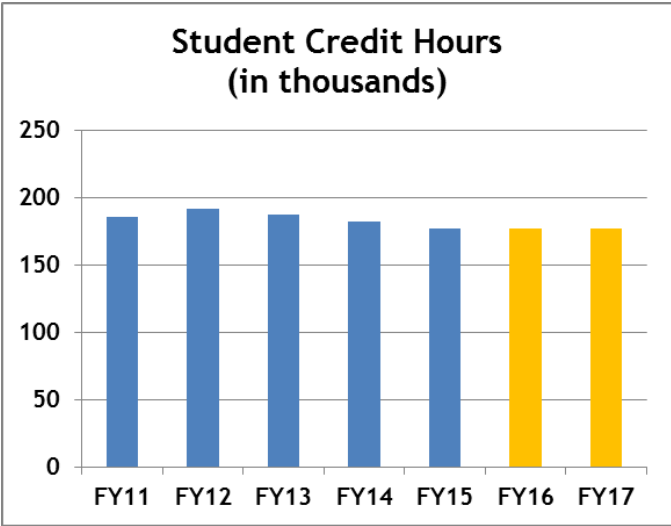
END RESULT METRIC A	STATUS	TARGETS	DATA CHART																								
University-Generated Revenue	<ul style="list-style-type: none"><li>• FY15 revenue was \$224.3M, falling below the FY15 target of \$236.5M, and 4.3% below FY14 revenue of \$234.3M.</li></ul>	<ul style="list-style-type: none"><li>• The FY16 target is \$223.7M.</li><li>• The FY16 target is \$225.2M.</li></ul>	<div><div>◆ historical performance◆ targets</div><div><h3>University Generated Revenue (in \$Millions)</h3><table><thead><tr><th>Fiscal Year</th><th>Revenue (\$Millions)</th><th>Type</th></tr></thead><tbody><tr><td>FY11</td><td>245</td><td>Historical</td></tr><tr><td>FY12</td><td>240</td><td>Historical</td></tr><tr><td>FY13</td><td>238</td><td>Historical</td></tr><tr><td>FY14</td><td>234</td><td>Historical</td></tr><tr><td>FY15</td><td>224</td><td>Historical</td></tr><tr><td>FY16</td><td>224</td><td>Target</td></tr><tr><td>FY17</td><td>225</td><td>Target</td></tr></tbody></table></div></div>	Fiscal Year	Revenue (\$Millions)	Type	FY11	245	Historical	FY12	240	Historical	FY13	238	Historical	FY14	234	Historical	FY15	224	Historical	FY16	224	Target	FY17	225	Target
Fiscal Year	Revenue (\$Millions)	Type																									
FY11	245	Historical																									
FY12	240	Historical																									
FY13	238	Historical																									
FY14	234	Historical																									
FY15	224	Historical																									
FY16	224	Target																									
FY17	225	Target																									
ANALYSIS																											
University generated revenue was down 4.3% for FY15 compared with FY14, mainly due to decreases in federal receipts, CIP receipts, and UA receipts. Over the five-year period from FY11 to FY15, University Generated Revenue was down 8.2%, again mainly due to declines in federal receipts. As discussed in more detail under Grant Funded Research Expenditures, decreases in federal research funding since the peak in 2011 were largely due to the end of American Recovery and Reinvestment Act (ARRA) grants, plus loss of several congressionally directed funding sources and decreases in federal agency research budgets due to sequestration. Particularly during the past two years, non-federal research funding from the State of Alaska and from two Japanese government-funded organizations has declined as well. In contrast, UAF tuition and fee revenue was up 4.7%, due to an approximately 3% tuition rate increase and new and increased fees.																											

END RESULT METRIC B	STATUS	TARGETS	DATA CHART																								
High-Demand Job Area (HDJA) Awards	<ul style="list-style-type: none"><li>UAF conferred 903 qualifying awards in FY15, well above the FY15 target of 881 awards, and 5.5% below the FY14 award level.</li></ul>	<ul style="list-style-type: none"><li>The FY16 target is 884 awards.</li><li>The FY17 target is 866 awards.</li></ul>	<div><div>◆ historical performance◆ targets</div><div><p>Academic Awards in High-Demand Job Area Programs</p><table><thead><tr><th>Fiscal Year</th><th>Awards</th><th>Type</th></tr></thead><tbody><tr><td>FY11</td><td>720</td><td>historical performance</td></tr><tr><td>FY12</td><td>830</td><td>historical performance</td></tr><tr><td>FY13</td><td>780</td><td>historical performance</td></tr><tr><td>FY14</td><td>950</td><td>historical performance</td></tr><tr><td>FY15</td><td>903</td><td>historical performance</td></tr><tr><td>FY16</td><td>884</td><td>targets</td></tr><tr><td>FY17</td><td>866</td><td>targets</td></tr></tbody></table></div></div>	Fiscal Year	Awards	Type	FY11	720	historical performance	FY12	830	historical performance	FY13	780	historical performance	FY14	950	historical performance	FY15	903	historical performance	FY16	884	targets	FY17	866	targets
Fiscal Year	Awards	Type																									
FY11	720	historical performance																									
FY12	830	historical performance																									
FY13	780	historical performance																									
FY14	950	historical performance																									
FY15	903	historical performance																									
FY16	884	targets																									
FY17	866	targets																									
ANALYSIS																											
High Demand Job Area awards totaled 903, 5.5% fewer than in FY14, but 24% more than in FY11. The FY14 HDJA total was higher than predicted based on the long term trends; HDJA awards tend to vary substantially from year to year due to the fact that many of the programs take only a semester or a year to complete, and others enroll cohorts of students who nearly all complete the program at the same time. However, for the last five years there was a strong upward trend within the variability, reflecting high student interest in these programs. Future HDJA are likely to be down slightly, since enrollments have decreased due to their being fewer high school graduates in Alaska and because of low unemployment rates, which cause some potential students to choose employment over college.																											

END RESULT METRIC C	STATUS	TARGETS	DATA CHART																								
Grant-Funded Research Expenditures	<ul style="list-style-type: none"><li>• In FY15 there were \$97.5M in research expenditures, an 8.8% decrease from FY14 expenditures.</li></ul>	<ul style="list-style-type: none"><li>• The FY16 target is \$94.6M.</li><li>• The FY17 target is \$91.8M.</li></ul>	<div><div>◆ historical performance◆ targets</div><div><p>Grant-Funded Research Expenditures (in \$Millions)</p><table><thead><tr><th>Fiscal Year</th><th>Expenditures (\$Millions)</th><th>Type</th></tr></thead><tbody><tr><td>FY11</td><td>124</td><td>Historical Performance</td></tr><tr><td>FY12</td><td>118</td><td>Historical Performance</td></tr><tr><td>FY13</td><td>115</td><td>Historical Performance</td></tr><tr><td>FY14</td><td>108</td><td>Historical Performance</td></tr><tr><td>FY15</td><td>97.5</td><td>Historical Performance</td></tr><tr><td>FY16</td><td>94.6</td><td>Target</td></tr><tr><td>FY17</td><td>91.8</td><td>Target</td></tr></tbody></table></div></div>	Fiscal Year	Expenditures (\$Millions)	Type	FY11	124	Historical Performance	FY12	118	Historical Performance	FY13	115	Historical Performance	FY14	108	Historical Performance	FY15	97.5	Historical Performance	FY16	94.6	Target	FY17	91.8	Target
Fiscal Year	Expenditures (\$Millions)	Type																									
FY11	124	Historical Performance																									
FY12	118	Historical Performance																									
FY13	115	Historical Performance																									
FY14	108	Historical Performance																									
FY15	97.5	Historical Performance																									
FY16	94.6	Target																									
FY17	91.8	Target																									
ANALYSIS																											
<p>FY15 grant-funded research expenditures were 8.8% less than those in FY14 and well below the FY15 target set last year. The 21% decline in FY15 research expenditures relative to the peak of \$124M in in FY11 is due to two major factors. American Recovery and Reinvestment Act (ARRA) grants were still active in FY11, but not in FY12. The federal deficit reduction efforts beginning in FY13 are decreasing the availability of both competitive and non-competitive research funding. However, less than half of the 7.5% decline from FY14 to FY15 was due to decreased federal funding. Expenditures from nonfederal sources, including State agencies, corporate sources and two Japanese research organizations, decreased by more than \$5M. These were due to revenue losses at the sponsoring organizations and not to UAF performance. In order to remain competitive at the federal level UAF needs to more firmly establish itself as the national and world leader in Arctic research. UAF is the world’s leading institution in the number of annual research publications about the Arctic, but needs to continue to recruit and retain excellent faculty to increase its competitive advantage. New or replacement faculty positions, however, are likely to be very limited in FY16 through FY18 due to the implemented and planned reductions in state general fund support of the university, and this will limit growth in research expenditures for the next several years.</p>																											

END RESULT METRIC D	STATUS	TARGETS	DATA CHART																																																						
Undergraduate Graduation Rates	<ul style="list-style-type: none"><li>• The FY15 baccalaureate-level rate was 44.0%, above both the FY15 target and the FY14 rate of 43.8%.</li><li>• The FY15 associate-level rate was 24.4%, several points above the FY15 target of 17.3%.</li></ul>	<ul style="list-style-type: none"><li>• The FY16 target is 44.2% for baccalaureate-level and 25.1% for associate-level.</li><li>• The FY17 target is 44.6% for baccalaureate-level and 25.6% for associate-level.</li></ul>	<div><div>◆ historical performance◆ targets</div><div><h3>Six-Year Baccalaureate-Level Graduation Rate</h3><table><thead><tr><th>Fiscal Year</th><th>Rate (%)</th><th>Type</th></tr></thead><tbody><tr><td>FY11</td><td>32.0</td><td>Historical Performance</td></tr><tr><td>FY12</td><td>35.0</td><td>Historical Performance</td></tr><tr><td>FY13</td><td>38.0</td><td>Historical Performance</td></tr><tr><td>FY14</td><td>43.8</td><td>Historical Performance</td></tr><tr><td>FY15</td><td>44.0</td><td>Historical Performance</td></tr><tr><td>FY16</td><td>44.2</td><td>Target</td></tr><tr><td>FY17</td><td>44.6</td><td>Target</td></tr></tbody></table></div></div> <div><h3>Three-Year Associate-Level Graduation Rate</h3><table><thead><tr><th>Fiscal Year</th><th>Rate (%)</th><th>Type</th></tr></thead><tbody><tr><td>FY11</td><td>13.0</td><td>Historical Performance</td></tr><tr><td>FY12</td><td>12.0</td><td>Historical Performance</td></tr><tr><td>FY13</td><td>22.0</td><td>Historical Performance</td></tr><tr><td>FY14</td><td>21.0</td><td>Historical Performance</td></tr><tr><td>FY15</td><td>24.4</td><td>Historical Performance</td></tr><tr><td>FY16</td><td>25.1</td><td>Target</td></tr><tr><td>FY17</td><td>25.6</td><td>Target</td></tr></tbody></table></div> <tr><td colspan="3">ANALYSIS</td></tr> <tr><td colspan="3"><p>For UAF’s 6-year baccalaureate graduation rate continues to increase and is now 44.0% for FY15, marking an eleven percentage point increase over FY11. 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). The APS and AlaskaAdvantage Scholarships begun in FY12 should also have a positive effect on graduation rates, but will mainly impact FY16 and beyond. The intensive advising initiative funded by the legislature for FY13 will have some positive effect on each subsequent year, but because the greatest loss of potential graduates is to non-retention in the first two years, the maximum effect will not be achieved until FY19. UAF is making every effort to maintain student success programs, but decreased state funding threatens the progress on graduation rates in several ways. Decreases in faculty numbers and teaching assistants mean that fewer courses and course sections will be offered each semester, making it more difficult for some students to enroll in the courses they need to graduate. Some freshman retention programs (see First-Time Full-Time Baccalaureate Degree-Seeking Freshmen Retention) are being reduced or eliminated, which will impact graduation rates in four to five years.</p><p>Over the past three years the State has provided funding for improved academic and financial aid advising at UAF’s community campuses, which will help to increase associate-level graduation rates in parallel with the baccalaureate rates. However, it will take two more years to see the full impact of this investment due to the time needed for students to complete. UAF’s Associate-level 3-year graduation rate was 24.4% in FY15, two percentage points more than that in FY14. Performance on this measure has been highly variable over the past five years, with a low of 12% in FY13 and an earlier high of 22% in FY11. The drop in FY12 and FY13 is largely attributable to the end of the recession. One of the main reasons that associate-level students fail to complete in three years is that they are working or begin working as soon as they gain enough skills to secure a job. However, even a three-year graduation rate of 24% is undesirably low, although typical of community colleges nationwide.</p></td></tr>	Fiscal Year	Rate (%)	Type	FY11	32.0	Historical Performance	FY12	35.0	Historical Performance	FY13	38.0	Historical Performance	FY14	43.8	Historical Performance	FY15	44.0	Historical Performance	FY16	44.2	Target	FY17	44.6	Target	Fiscal Year	Rate (%)	Type	FY11	13.0	Historical Performance	FY12	12.0	Historical Performance	FY13	22.0	Historical Performance	FY14	21.0	Historical Performance	FY15	24.4	Historical Performance	FY16	25.1	Target	FY17	25.6	Target	ANALYSIS			<p>For UAF’s 6-year baccalaureate graduation rate continues to increase and is now 44.0% for FY15, marking an eleven percentage point increase over FY11. 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). The APS and AlaskaAdvantage Scholarships begun in FY12 should also have a positive effect on graduation rates, but will mainly impact FY16 and beyond. The intensive advising initiative funded by the legislature for FY13 will have some positive effect on each subsequent year, but because the greatest loss of potential graduates is to non-retention in the first two years, the maximum effect will not be achieved until FY19. UAF is making every effort to maintain student success programs, but decreased state funding threatens the progress on graduation rates in several ways. Decreases in faculty numbers and teaching assistants mean that fewer courses and course sections will be offered each semester, making it more difficult for some students to enroll in the courses they need to graduate. Some freshman retention programs (see First-Time Full-Time Baccalaureate Degree-Seeking Freshmen Retention) are being reduced or eliminated, which will impact graduation rates in four to five years.</p> <p>Over the past three years the State has provided funding for improved academic and financial aid advising at UAF’s community campuses, which will help to increase associate-level graduation rates in parallel with the baccalaureate rates. However, it will take two more years to see the full impact of this investment due to the time needed for students to complete. UAF’s Associate-level 3-year graduation rate was 24.4% in FY15, two percentage points more than that in FY14. Performance on this measure has been highly variable over the past five years, with a low of 12% in FY13 and an earlier high of 22% in FY11. The drop in FY12 and FY13 is largely attributable to the end of the recession. One of the main reasons that associate-level students fail to complete in three years is that they are working or begin working as soon as they gain enough skills to secure a job. However, even a three-year graduation rate of 24% is undesirably low, although typical of community colleges nationwide.</p>		
			Fiscal Year	Rate (%)	Type																																																				
FY11	32.0	Historical Performance																																																							
FY12	35.0	Historical Performance																																																							
FY13	38.0	Historical Performance																																																							
FY14	43.8	Historical Performance																																																							
FY15	44.0	Historical Performance																																																							
FY16	44.2	Target																																																							
FY17	44.6	Target																																																							
Fiscal Year	Rate (%)	Type																																																							
FY11	13.0	Historical Performance																																																							
FY12	12.0	Historical Performance																																																							
FY13	22.0	Historical Performance																																																							
FY14	21.0	Historical Performance																																																							
FY15	24.4	Historical Performance																																																							
FY16	25.1	Target																																																							
FY17	25.6	Target																																																							
ANALYSIS																																																									
<p>For UAF’s 6-year baccalaureate graduation rate continues to increase and is now 44.0% for FY15, marking an eleven percentage point increase over FY11. 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). The APS and AlaskaAdvantage Scholarships begun in FY12 should also have a positive effect on graduation rates, but will mainly impact FY16 and beyond. The intensive advising initiative funded by the legislature for FY13 will have some positive effect on each subsequent year, but because the greatest loss of potential graduates is to non-retention in the first two years, the maximum effect will not be achieved until FY19. UAF is making every effort to maintain student success programs, but decreased state funding threatens the progress on graduation rates in several ways. Decreases in faculty numbers and teaching assistants mean that fewer courses and course sections will be offered each semester, making it more difficult for some students to enroll in the courses they need to graduate. Some freshman retention programs (see First-Time Full-Time Baccalaureate Degree-Seeking Freshmen Retention) are being reduced or eliminated, which will impact graduation rates in four to five years.</p> <p>Over the past three years the State has provided funding for improved academic and financial aid advising at UAF’s community campuses, which will help to increase associate-level graduation rates in parallel with the baccalaureate rates. However, it will take two more years to see the full impact of this investment due to the time needed for students to complete. UAF’s Associate-level 3-year graduation rate was 24.4% in FY15, two percentage points more than that in FY14. Performance on this measure has been highly variable over the past five years, with a low of 12% in FY13 and an earlier high of 22% in FY11. The drop in FY12 and FY13 is largely attributable to the end of the recession. One of the main reasons that associate-level students fail to complete in three years is that they are working or begin working as soon as they gain enough skills to secure a job. However, even a three-year graduation rate of 24% is undesirably low, although typical of community colleges nationwide.</p>																																																									



END RESULT METRIC E	STATUS	TARGETS	DATA CHART																								
Student Credit Hours	<ul style="list-style-type: none"><li>UAF generated 177,000 SCH in FY15, below the target of 182,300 SCH, and 2.9% below the FY14 SCH level.</li></ul>	<ul style="list-style-type: none"><li>The FY16 and FY17 target is 177,000 SCH.</li></ul>	<div><div>◆ historical performance◆ targets</div><div><p>Student Credit Hours (in thousands)</p><table><thead><tr><th>Fiscal Year</th><th>Value (thousands)</th><th>Type</th></tr></thead><tbody><tr><td>FY11</td><td>185</td><td>historical performance</td></tr><tr><td>FY12</td><td>190</td><td>historical performance</td></tr><tr><td>FY13</td><td>185</td><td>historical performance</td></tr><tr><td>FY14</td><td>180</td><td>historical performance</td></tr><tr><td>FY15</td><td>175</td><td>historical performance</td></tr><tr><td>FY16</td><td>177</td><td>targets</td></tr><tr><td>FY17</td><td>177</td><td>targets</td></tr></tbody></table></div></div>	Fiscal Year	Value (thousands)	Type	FY11	185	historical performance	FY12	190	historical performance	FY13	185	historical performance	FY14	180	historical performance	FY15	175	historical performance	FY16	177	targets	FY17	177	targets
Fiscal Year	Value (thousands)	Type																									
FY11	185	historical performance																									
FY12	190	historical performance																									
FY13	185	historical performance																									
FY14	180	historical performance																									
FY15	175	historical performance																									
FY16	177	targets																									
FY17	177	targets																									
ANALYSIS																											
<p>FY15 Student Credit Hours (SCH) were 2.9% below the number in FY14 and 4.6% below the number in FY11. An important factor in the enrollment declines over the past three years is the decreased number of high school graduates in Alaska, which reached a peak of 8,245 in 2010, but had decreased 7% to 7668 in 2014 (Alaska Department of Education and Early Development). An additional reason for decreased enrollments traces to economic conditions. Both nationally and at UAF CTC, postsecondary enrollment tends to decrease with decreasing unemployment. Fairbanks September 2012, 2013, and 2014 unemployment rate (5.1%) has been the lowest rate since November of 2007 and was significantly less than that in September 2011 (5.9%) (U.S. Bureau of Labor Statistics). There is continued strong effort to recruit Alaskans to UAF, through contacts with high school juniors and seniors and through dual credit and Tech Prep partnerships with high schools. In addition, UAF has increased efforts to recruit transfer students from western states. As discussed in that measure, eLearning has been an area of growth in SCH. However, state funding reductions have forced reductions in marketing and recruiting efforts, and UAF does not anticipate significant enrollment growth in the immediate future.</p>																											

END RESULT METRIC F	STATUS	TARGETS	DATA CHART																								
Citations of Research Publications	<ul style="list-style-type: none"><li>In FY15, 22,166 citations were reported by the Web of Science. This is below the target of 23,267 but a 1.0% increase since FY14.</li></ul>	<ul style="list-style-type: none"><li>FY16 target is 22,609 citations.</li><li>FY17 target is 23,062 citations.</li></ul>	<div><div>◆ historical performance◆ targets</div><div><div>Number of Citations</div><table><thead><tr><th>Fiscal Year</th><th>Citations</th><th>Type</th></tr></thead><tbody><tr><td>FY11</td><td>17,000</td><td>historical performance</td></tr><tr><td>FY12</td><td>18,500</td><td>historical performance</td></tr><tr><td>FY13</td><td>20,000</td><td>historical performance</td></tr><tr><td>FY14</td><td>22,000</td><td>historical performance</td></tr><tr><td>FY15</td><td>22,166</td><td>historical performance</td></tr><tr><td>FY16</td><td>22,609</td><td>targets</td></tr><tr><td>FY17</td><td>23,062</td><td>targets</td></tr></tbody></table></div></div>	Fiscal Year	Citations	Type	FY11	17,000	historical performance	FY12	18,500	historical performance	FY13	20,000	historical performance	FY14	22,000	historical performance	FY15	22,166	historical performance	FY16	22,609	targets	FY17	23,062	targets
Fiscal Year	Citations	Type																									
FY11	17,000	historical performance																									
FY12	18,500	historical performance																									
FY13	20,000	historical performance																									
FY14	22,000	historical performance																									
FY15	22,166	historical performance																									
FY16	22,609	targets																									
FY17	23,062	targets																									
ANALYSIS																											
<p>Citations to publications authored by UAF faculty, staff, and students continued the upward trend seen for the past five years, with citations increasing 1% from FY14 to FY15 and more than 30% since FY11. The citation information is taken from the Web of Science, and 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. 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. The citation increase for UAF publications is due to both an increase in the number of publications per year and the number of citations per publication. Strategies to increase performance are the ones described under grant-funded research expenditures; increasing research grant funding through strengthening our leadership position in Arctic and Alaska research. However, increasing performance is difficult when new and replacement faculty hires are limited due to budget reductions.</p>																											

END RESULT METRIC G	STATUS	TARGETS	DATA CHART																								
Knowledge Transfer via Public Service	FY15 performance was 487 units, below the target of 516 and a 3.8% decrease from FY14.	<ul style="list-style-type: none"><li>• The FY16 target is 484 units.</li><li>• The FY17 target is 477 units.</li></ul>	<div><div>◆ historical performance</div><div>◆ targets</div></div> <div><div>Public Service Outreach Units</div><table><thead><tr><th>Fiscal Year</th><th>Units</th><th>Type</th></tr></thead><tbody><tr><td>FY11</td><td>500</td><td>historical performance</td></tr><tr><td>FY12</td><td>520</td><td>historical performance</td></tr><tr><td>FY13</td><td>510</td><td>historical performance</td></tr><tr><td>FY14</td><td>500</td><td>historical performance</td></tr><tr><td>FY15</td><td>487</td><td>historical performance</td></tr><tr><td>FY16</td><td>484</td><td>targets</td></tr><tr><td>FY17</td><td>477</td><td>targets</td></tr></tbody></table></div>	Fiscal Year	Units	Type	FY11	500	historical performance	FY12	520	historical performance	FY13	510	historical performance	FY14	500	historical performance	FY15	487	historical performance	FY16	484	targets	FY17	477	targets
Fiscal Year	Units	Type																									
FY11	500	historical performance																									
FY12	520	historical performance																									
FY13	510	historical performance																									
FY14	500	historical performance																									
FY15	487	historical performance																									
FY16	484	targets																									
FY17	477	targets																									
ANALYSIS																											
<p>The FY15 decrease was caused by reductions in faculty and staff necessitated by decreased funding. Outreach consists of many and varied activities that are not easy to capture in a composite metric, but after consideration UAF adopted 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). Since UAF does not have much historical performance information for these measures, it is difficult to predict normal variability or future performance. A substantial amount of year-to-year variability is expected.</p>																											

## **FY15 Financial Review - Executive Summary**

---

### **November 2015**

#### **FY15-FY16 Overview**

Major UAF revenue sources are State general funds (42 percent), Federal receipts for sponsored research and student aid (19 percent), tuition and fees (10 percent) and indirect cost recovery from research activities (5 percent) of total UAF revenues in FY15. State general funds, UAF's most critical funding stream, were reduced in FY15 and FY16, and are expected to further decline in FY17. State budget cuts are compounded by rising fixed costs, leading to several years of budget gaps. Alternative revenue streams are also compressed as the Federal research funding climate is more competitive, shrinking UAF's primary external revenue streams. These conditions have significant and widespread institutional impacts.

Internal pressures also exist that limit UAF revenue options. Limited annual tuition rate increases, in addition to declining enrollment figures, minimizes the amount of revenue UAF can capture to cover basic core academic and instructional costs for high-quality course delivery in direct response to State reductions. In order to balance these factors, UAF is managing various reduction strategies to achieve longer-term savings; however, some savings as a result of program and service changes take time to achieve.

UAF's budget is consumed most heavily by salary and benefit expenses, making up 57 percent of UAF total expenses in FY15, followed next by contractual expenses at 20 percent, commodities at 8 percent, and student aid and travel at 3 percent, respectively. Although all UAF program and service areas are under review in FY15-FY16, as reductions are made, UAF will expect to see an impact in personal services and contractual areas most heavily in order to meet new lower budget targets.

#### **FY15-FY16 Budget Planning Actions**

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

- Streamlining existing business processes in an effort to hold down costs
- Position and vacancy management strategies including leadership furloughs
- Special review of academic and non-academic programs and services with a focus on low enrollment or low graduate areas, discontinuing and restructuring some programs
- Variable reductions by Vice Chancellor level with emphasis on administration, preserving academic and revenue generating research areas where possible
- Finding ways to generate additional revenue from non-general fund resources
- Implementing sustainability efforts for resource and energy conservation
- Pursuing new models for resource management such as an auxiliary business corporation and public-private partnerships (P3) to address housing, dining, and other shared student facility and service functions
- Strategically reinvesting internal resources to high priority programs that align with UAF's strategic plan, accreditation core themes, and UA Shaping Alaska's Future initiatives

## **FY15-FY16 Strategic Reinvestment**

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. It is critical UAF maintains a focus on strategic planning and investment, even in tight budget times.

In FY15, one-time strategic investments included: match funds for research equipment, Arctic initiatives, library e-journals, interdisciplinary graduate programs and the CTC aviation program hangar. Base funded investments included: eLearning/Math & TA support, SFOS bridge funding for ocean acidification faculty, the SOM online BBA/MBA and Masters of Emergency Management degree program, the Ph.D. Psychology program, and RV Sikuliaq.

In FY16, these strategic investments include: the R/V Sikuliaq, a Title IX Compliance Officer and related support, the Veterinary Medicine program and Arctic Initiatives.

## **FY15 Operational Budget Reductions & Funded Initiatives**

UA received a total reduction of \$15.9 million in unallocated general fund and \$1.06 for UA administrative travel. UAF received a reduction proportional to its share of the total UA unallocated general fund budget in FY15, including:

- Unallocated UAF General Fund (GF) reduction: \$7,500.0
- UAF administrative travel reduction: \$517.2
- UAF paid utility increases not covered by the fuel trigger: approximately \$1,000.0

UA received some fixed cost increases to address 50 percent of compensation obligations, and facilities maintenance and repair (M&R). M&R in FY15 is one-time only funding.

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

- Mandatory Comprehensive Student Advising (CRCD) - one-time only funding: \$197.0
- Hydrocarbon Optimization (ACEP) - one-time only funding: \$500.0

UAF was funded in the following capital facility areas in FY15 (GF/Receipt Authority (RA)):

- Engineering Building: \$5,000.0/\$5,000.0
- Combined Heat & Power (CHP) Plant: \$162,000.0/\$70,000.0 (incl. financing package)
- Public/Private Partnership (P3) Housing Development (RA only): \$1,500.0

## **FY16 Operational Budget Reductions & Funded Initiatives**

UA received a total reduction of \$31.4 million in unallocated general fund. UAF received a reduction proportional to its share of the total UA unallocated general fund budget in FY16 totaling \$13.1 million. This does not account for the loss of the utilities trigger funding (approximately \$4.0 million) which in effect, adds to the fixed cost obligations UAF must cover. In addition, 50 percent of the UA FY16 compensation increases were funded on a one-time basis. If this obligation is not backfilled with base funds next fiscal year, this will function as an additional reduction in the UAF planning scenarios for FY17 and will compound the budget gap.

UA received some fixed cost increases to address 50 percent of compensation obligations (one-time), and facilities maintenance and repair (M&R).

UAF was funded via the State of Alaska in the following program areas in FY16:

- Comprehensive Student Advising (BBC & KuC): \$218.5
- Support Core Infrastructure for Unmanned Aircraft Systems FAA Project (ACUASI): \$1,862.3

### **State Climate and Initial FY17 Planning Guidance**

The State of Alaska Office of Management and Budget (OMB) provided budget development guidance emphasizing preparation of continued reduction scenarios. Initial State FY17 reduction targets are roughly 4.5 percent of the UA general fund budget; however, as it is very early in the process, this is expected to change after December 2015, pending the release of the Governor's budget, and through April 2016, during the Legislative session.

As a result of this guidance, UAF initial projections for the impending budget gap are \$26 million in FY17, higher than past years, due to the uncertainty of funding availability for UA fixed costs including compensation and benefit increases. Planning scenarios will be adjusted accordingly as discussions progress.

The planning process for FY17 is as follows:

- The Provost/Vice Chancellors will develop proposed budgets for FY17 in consultation with unit leaders
- These budgets will be submitted to the Planning & Budget Committee (PBC) in January 2016
- The PBC will assess proposals and their effects on UAF as a whole, and make recommendations to the Chancellor's Cabinet in March 2016
- The Chancellor and leadership teams will work from April-June to make decisions for implementation in FY17

UAF may take a more varied approach to the types of cuts made, opting for both strategic vertical cuts and across-the-board reductions. UAF is currently working to develop plans to allow sufficient time to act prior to the beginning of the new fiscal year in July.

### **Fiscal Outlook: FY17-FY18+**

If this declining budget climate persists, reductions of this level will require UAF to strategically consider how it will best meet Alaska's needs in the future with a smaller base budget and consolidated workforce. UAF will be a smaller institution in the coming years and must continue to balance required cuts with sustaining the core mission and offering quality programs and services to the benefit of Alaskans. 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.

### **Report Content, Appendices & Financial Schedules**

This annual production is a look back at financial trends (FY10-FY15) but also provides analysis for FY17-FY18 planning. It provides a campus-wide overview of FY15 financial activities including revenue and expenditure trends, current and future conditions that may impact the campus operations, auxiliary and recharge center activities and plans, a facilities snapshot focused on construction, leasing and debt, a discussion on resource allocation and investment, as well as a summary of employee trends, administrative efficiencies and process improvement efforts.

The report was compiled by UAF's Office of Management and Budget (OMB) with input and assistance from various departments and units, including the Office of Finance & Accounting (OFA), Planning, Analysis & Institutional Research (PAIR), Facilities Services, Human Resources, Auxiliary and Recharge Services including Housing/Dining operations, Residence Life, and Marketing and Communications.

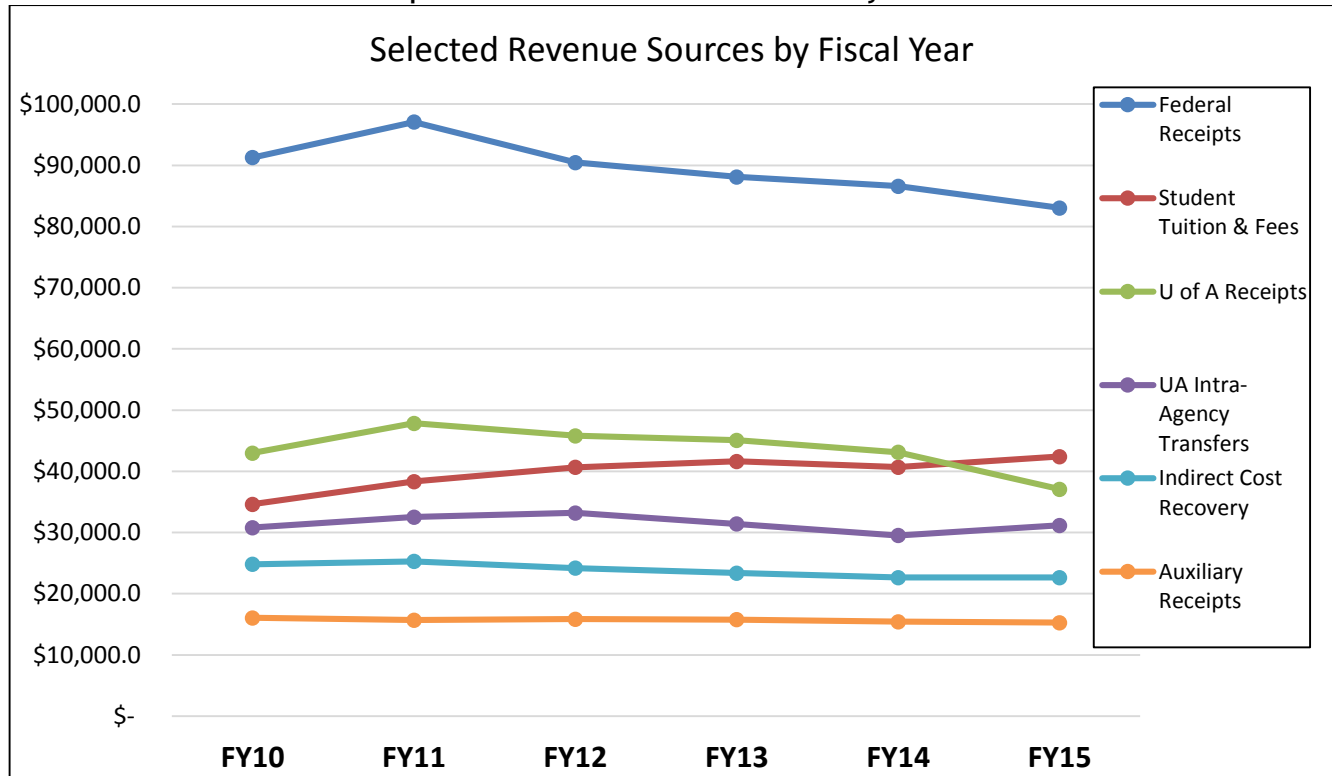
A note on the financial figures, these are management report oriented and will differ from those presented formally in the UA financial statement due to reporting definitions and adjustments. Financial figures included in the Appendix may have slight differences from prior year report versions due to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



## Section 1. Revenue & Expenditure Trends

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

Graph 1.1 - Selected Revenue Sources by Fiscal Year



Refer to Appendix 1.A.1 - Revenue by Source MAU 10-15

Refer to Appendix 1.A.2 - General Fund Revenue by Source Appropriation 10-15

Refer to Appendix 1.A.3 - Revenue by Fund Type and Source 10-15

Refer to Appendix 1.A.4 - NGF Revenue by Fund Type and Source MAU 10-15

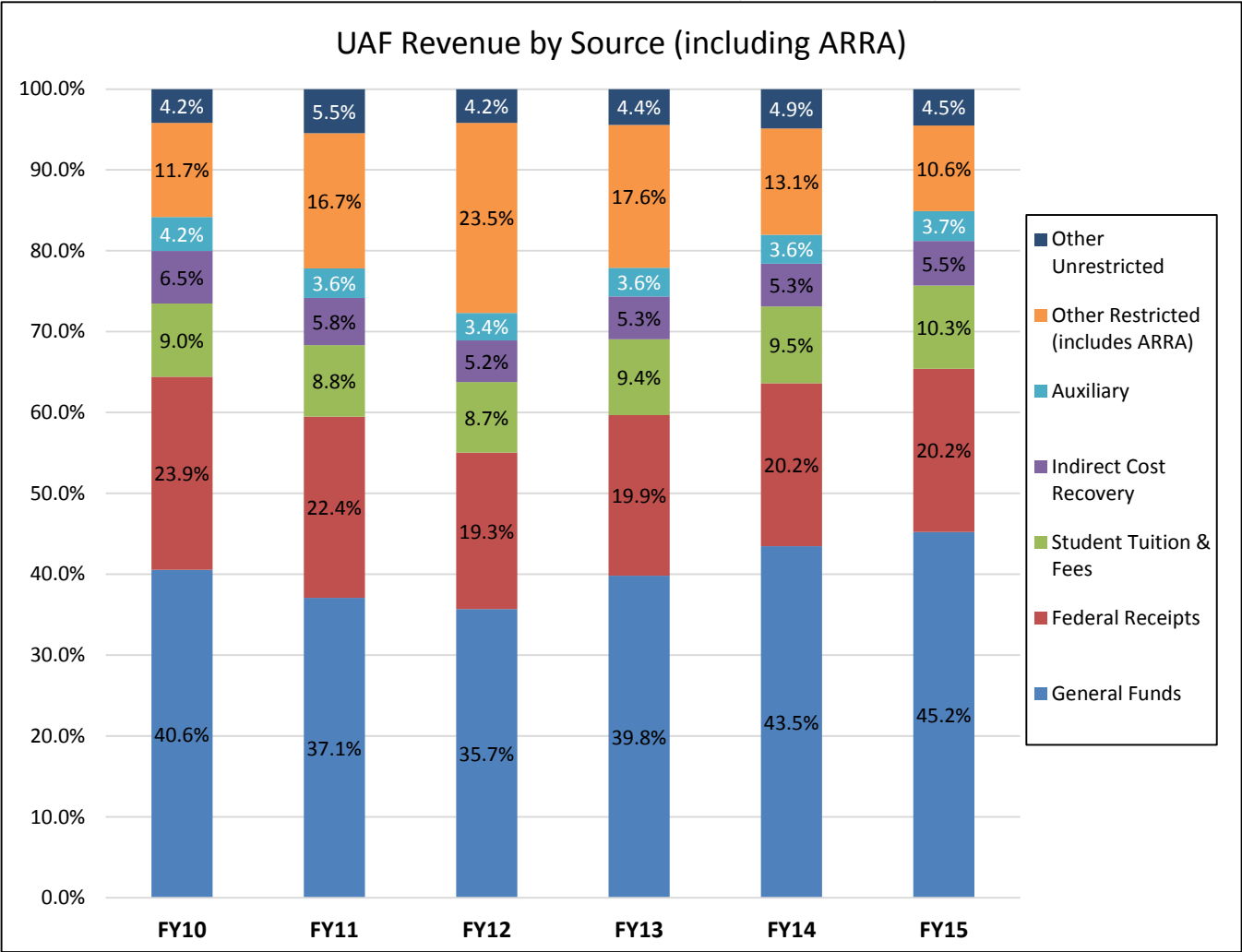
#### Six-Year Trend (FY10-FY15)

Since FY10, Federal revenue has experienced a downward trend (-9 percent). Federal funding accounted for approximately 19 percent (\$83,042.5) of total UAF operating revenue in FY15. This revenue is driven heavily by competitive research and, outside of general funds, is UAF's largest university generated revenue source. Since FY10, this proportion has fluctuated between 18 and 22 percent of total UAF operating revenue and is expected to increase slightly in FY16 due to Sikuliaq activity.

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

niches in order to curb likely flat to declining Federal funding. Diversification may also be an option.

Graph 1.2 - UAF Revenue by Source (Including ARRA)\*



\*UA Intra-Agency receipts (primarily transfers) are excluded from the chart above.

FEDERAL RECEIPTS (EXCL. ARRA STIMULUS FUNDS)

Federal receipts revenue decreased by \$3,557.6, or 4.1 percent from FY14 to FY15. The decline in Federal revenue is the result of the continuing downward trend due to nationwide pressures and challenges in securing external funding. Units reporting significant reductions in federal receipts from FY14 include the International Arctic Research Center (IARC) (-\$2,967.2), the College of Engineering & Mines and Institute of Northern Engineering (CEM/INE) (-\$1,480.5), UAF Student Services (financial aid and work study) (-\$546.6) and the Institute of Arctic Biology (IAB) (-\$535.7).

Units reporting significant increases in Federal receipts from FY14 include UAF Provost Office Operations (\$1,345.5) due in large part to the new Biomedical Learning and Student Training (BLaST) program and the Geophysical Institute (GI) (\$560.4).

## ARRA STIMULUS FUNDS

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

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

## UNIVERSITY RECEIPTS

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

University receipts decreased by \$6,036.0 (or 14 percent) from FY14 to FY15. Restricted receipts make up the majority of University receipts with \$23,969.7 (or 65 percent of the total). The primary restricted revenues include grants and contracts in these areas: Corporate (\$5,464.8), UA Foundation (\$5,361.6), Non-profit (\$4,080.2), City and Borough (\$2,829.8) and Other receipts (\$2,398.4). Although the trend has been slightly declining since FY11, this category experienced a steeper decline in the past year as the loss of the JAMSTEC/JAXA lease in IARC contributed to the drop (-\$1,966.0 million).

UAF is in the midst of its centennial celebration (2015-2017) and significant efforts are underway to increase private and corporate philanthropic giving. Chancellor Rogers launched three major fundraising initiatives in addition to a host of existing donor-centric funding opportunities. The initiatives include the Troth Yeddha' Legacy, Alaska Center for Energy and Power (ACEP) space within the new Engineering building, and the Centennial Cornerstone Scholarship and Fellowship Endowment. These initiatives will help enhance the institution and ensure it is equipped to provide students with a world-class education during the coming century, while donor-centric funding options support specific needs within UAF colleges, schools and research units. The Federal and state budget realities will also force UAF to pursue university-generated revenue opportunities.

## STUDENT TUITION & FEES

**Table 1.1 - Tuition Rate Change by Academic Year**

Tuition Rate Change by Academic Yr.	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
Lower Division	10%	7%	5%	5%	4%	5%	7%	2%	\$6/c	\$8/c	5%
Upper Division	10%	7%	5%	5%	7%	10%	7%	2%	\$6/c	\$11/c	5%
Graduate	10%	7%	5%	5%	7%	10%	3%	2%	\$12/c	\$20/c	5%
Non-resident	10%	7%	5%	5%	7%	10%	varied	2%	\$12/c	\$22/c	5%

Student tuition and fee revenue for UAF increased by \$1,719.3 in FY15, a 4.2 percent increase from FY14. Student fee revenue went up by \$1,067.7 and net tuition revenue went up by \$651.6. Fees increased significantly as a result of the UA network charge moving from 2 to 3 percent, the increase in the UAF athletics fee, and the introduction of the new facilities fee (beginning at \$2 per credit). The next facilities fee increase is slated to go into effect in Spring 2016, moving the per

credit fee from \$4 to \$6 and generating an additional \$300,000 in revenue (estimate based on flat enrollment).

Tuition revenue is directly related to changes in enrollment (student credit hours) and the tuition rate approved by the UA Board of Regents (BOR). Tuition (net allowances and discounts) totaled \$34,020.6 in FY15, a 2 percent increase from FY14. Since FY10, tuition and fee revenue has gone up 22.5 percent. Comparatively, state general fund support went up 20 percent and Federal funds down 9 percent over that same period of time.

Annual tuition rate increases had been between 5 percent and 10 percent for the last decade, until FY14. The BOR adopted a \$6/\$12/\$12 per credit increase for undergraduates, graduates, and non-residents respectively in FY15, and an \$8/\$11/\$20/\$22 increase for lower division, upper division, graduate, and non-residents respectively in FY16. Annual tuition rate increases are summarized in Table 1.1 on the previous page.

In light of more severe reductions in state general fund support, the BOR approved a tuition rate increase of 5 percent across-the-board for all divisions for FY17. It is important to note that the 5 percent increase is less than the UA requested amount of 9 percent. Tuition strategy moving forward will continue to be examined.

## **UA INTRA-AGENCY TRANSFERS**

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

UA Intra-Agency transfers have held relatively steady averaging \$31,500.0 for the last six years, increasing by 1.2 percent since FY10 and 5.6 percent since FY14. The majority of activity (91 percent) is recorded on recharge funds.

## **CIP RECEIPTS**

CIP receipts include two distinct revenue sources: 1) all reimbursable services agreement (RSA) costs funded by the State of Alaska capital authority, and; 2) capital construction, remodeling, major repair and capital authority project salary costs.

## **RSA - CAPITAL 91 AUTHORITY**

This type of revenue has steadily decreased since 2009 and makes up only a fraction of total UAF revenue in FY15. These are plant funds from State RSA's that are designated for use as capital receipt authority. This is a special fund type that may diminish over time as transactions are recorded more heavily in CIP Receipts.

## **FACILITIES & ADMINISTRATIVE (F&A) COSTS**

Facilities and administrative (F&A) costs include support services, typically related to sponsored activities, provided by the institution, such as: accounting and purchasing, research administration, utilities, space and other administrative costs. Many of these costs cannot be direct charged to sponsored awards and are therefore recovered in part via an indirect cost recovery (ICR) rate as revenue.

F&A costs for support are charged to account code 7811 as a sponsored award is expended. UAF's negotiated F&A rate on organized Federal research grants is currently 50.5 percent. F&A rates are

calculated and negotiated with the Office of Naval Research (ONR), UAF's cognizant agency, once every three years. The most recent base year was FY12 with F&A rates originally effective through June 30, 2016 (FY16) which matches UA's standard three year predetermined rate schedule. FY15 would normally be the next base year. However, these F&A rates were extended until June 30, 2018 (FY18) for a period of two additional years. Uniform Guidance is the reason that universities are now permitted to request F&A extensions; previously ONR would not entertain the request. UA will remain on a three year rate cycle once the extension passes.

Table 1.2 shows total F&A costs expended by all units from FY10 through FY15. This represents the total F&A charged via sponsored award/grant billings to support facilities and administration costs across the UA System. F&A does not appear on the revenue line in a unit budget; however, once it is recovered as ICR, funds can be expended similar to any other unrestricted revenue source.

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

F&A Expenditures by Department	FY10	FY11	FY12	FY13	FY14	FY15	% Change FY14-15
Geophysical Institute (1)	8,254,062	8,654,193	8,533,657	8,094,407	8,730,708	8,915,379	2.1%
School of Fisheries & Ocean Science	3,799,232	4,286,593	3,950,022	4,323,677	4,130,009	4,462,653	8.1%
Institute of Arctic Biology	4,524,204	4,320,911	4,384,377	3,663,070	3,385,192	3,672,912	8.5%
College of Engineering & Mines	2,951,154	3,842,599	3,698,314	3,223,087	2,887,992	2,784,082	-3.6%
Intl Arctic Research Center	2,044,953	2,180,230	2,583,575	2,936,172	2,664,997	1,988,399	-25.4%
Others	391,662	405,708	355,076	464,051	659,954	971,509	47.2%
College of Rural & Community Development	932,584	843,606	862,908	755,630	716,574	674,787	-5.8%
VCR Dev Programs & Project Services	1,326,388	812,888	893,407	1,103,065	1,136,790	636,182	-44.0%
School of Nat Res & Extension (2)					513,440	389,899	-24.1%
College of Nat Sciences&Mathematics	455,824	417,302	341,083	321,274	283,322	358,666	26.6%
College of Liberal Arts	603,587	452,950	514,458	278,727	319,138	320,137	0.3%
Arctic Region Supercomputing Center (1)	2,228,828	1,905,594	826,324	591,081			
UAF Cooperative Extension (2)	304,172	281,575	347,583	283,918			
School of Nat Res & Ag Science (2)	479,928	434,458	247,228	299,256			
<b>Grand Total</b>	<b>28,296,578</b>	<b>28,838,606</b>	<b>27,538,013</b>	<b>26,337,415</b>	<b>25,428,117</b>	<b>25,174,605</b>	<b>-1.0%</b>
(1) In FY14, the Arctic Region Supercomputing Center was merged with the Geophysical Institute.							
(2) In FY14, the School of Natural Resources and Agricultural Services (SNRAS) and Cooperative Extension Service (CES) were merged to create the School of Natural Resource and Extension.							

F&A costs declined from \$25,428.1 in FY14 to \$25,174.6 in FY15 or -1.0 percent. The six-year trend since 2010 has declined by approximately -11.0 percent. Some of this is expected due to the pass-through of ARRA stimulus funds; however, UAF's challenge will be to focus on the strategic research investments that are in alignment with the mission/future objectives.

## INDIRECT COST RECOVERY (ICR) REVENUE

ICR revenues are generated primarily from Federal research (restricted) awards and are used to offset administrative and support costs that cannot be efficiently tracked directly to grant-funded programs.

To maximize reinvestment in research, ICR revenue is distributed internally based on the needs of the institution. At UAF, 60 percent is returned for research reinvestment and 40 percent is focused on research support. Within the research reinvestment portion, 50 percent is typically returned to the unit/department that generates the revenue. A summary of high-level distribution is shown in Table 1.3.

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

**Table 1.3 - Indirect Cost Recovery Distribution**

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

#### Distribution of ICR to the Statewide Administration

A portion of the research support revenues generated by UAF are distributed to the UA System Office/Statewide Administration (12.0 percent or roughly \$3.0 million in FY15). The remaining ICR revenue retained by UAF in FY15 is \$22.2 million.

UAF is currently seeking a review of this revenue distribution model and would like to establish a framework for revenue sharing that more closely aligns with the institutional cost of support services, which may reduce the proportions. Discussions on this topic are ongoing in FY16.

#### ICR Generation by Unit

As shown in Table 1.4, the top programmatic ICR revenue generators at UAF in FY15 were: GI, SFOS, IAB, CEM/INE, and IARC. Collectively, these units generated 87 percent of UAF's ICR in FY15.

UAF Provost Office Operations experienced a sharp ICR increase in FY15 (\$72K in FY14 to \$224K in FY15) in large part due to receipt of three administratively linked program grants from the National Institute of Health (NIH) for Biomedical Learning and Student Training (BLaST) to support minority student biomedical research opportunities. The grant creates a partnership between UAF's biomedical researchers, veterinary medicine, the College of Rural and Community Development (CRCD), UAS campuses and the Ilisagvik Tribal College. These awards total \$29.3 million over five years. In FY15, the amount of ICR received for these awards make up 69 percent (or \$155K) of the \$224K total.



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

Indirect Cost Recovery (ICR) Revenue by Department	FY10	FY11	FY12	FY13	FY14	FY15
Geophysical Institute	5,534,348	5,404,334	4,716,117	4,517,164	4,463,783	4,526,388
School of Fisheries & Ocean Science	2,059,166	2,257,801	2,035,114	2,205,209	2,076,405	2,233,622
Institute of Arctic Biology	2,767,930	2,629,639	2,673,465	2,307,857	1,993,534	2,169,365
College of Engineering & Mines	1,513,027	2,049,632	1,936,393	1,665,454	1,458,548	1,370,304
Intl Arctic Research Center	1,229,468	1,288,144	1,400,093	1,735,188	1,661,070	1,172,072
VCR Dev Programs & Project Services	680,406	151,614	165,685	330,722	480,015	377,369
College of Rural & Community Development	434,754	401,092	429,762	391,275	350,919	326,153
UAF Provost Office Operations	36,611	19,466	12,266	33,994	72,316	224,203
College of Nat Sciences&Mathematics	237,301	215,340	162,351	152,504	129,005	198,135
School of Nat Res & Extension	433,232	426,165	425,632	291,455	246,022	184,726
College of Liberal Arts	266,213	240,101	263,543	126,006	143,344	128,756
UA Museum of the North	81,031	99,512	101,676	95,373	125,856	120,467
UAF School of Education	-	703	1,449	37,444	76,927	59,373
UAF Central Managed	-	276,221	330,894	96,113	70,430	56,700
UAF Office Information Technology	72,183	35,844	35,986	26,658	26,879	28,890
UAF Rasmuson Library	11,357	8,518	4,210	14,069	10,695	23,802
School of Management	2,581	1,823	10,062	9,850	23,157	20,278
UAF Student Services	5,944	27,216	21,232	17,266	1,838	240
UAF VCAS Operations		5,000				
<b>Grand Total</b>	<b>15,365,554</b>	<b>15,538,163</b>	<b>14,725,930</b>	<b>14,053,600</b>	<b>13,410,742</b>	<b>13,220,842</b>

Distribution of ICR to support units is identified in account code 9811 - indirect cost recovery revenue for support functions. In general these revenues are distributed as detailed in Table 1.5. This table excludes the revenue distributed to Statewide.

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

Indirect Cost Recovery (ICR) for Support Functions	FY10	FY11	FY12	FY13	FY14	FY15
College of Nat Sciences&Mathematics	817	2,581	621	324	-	
College of Rural & Community Development	17,931	83,408	104,572	94,613	108,886	108,349
Facilities Services	3,482,771	3,367,751	3,142,720	2,975,700	2,751,450	2,827,724
Geophysical Institute (1)			0	0	0	127,229
Intl Arctic Research Center (1)			1,103	152,679	150,000	18,855
UA Museum of the North		(3)		3,176	-	
UAF Central Managed	2,201,963	3,190,210	3,191,002	3,073,171	3,204,212	3,261,669
UAF Financial Services (2)	1,664,613	1,038,283	1,038,200	1,038,200	1,038,200	1,038,200
UAF Provost Office Operations			-			189,905
UAF Rasmuson Library	1,298,810	1,299,825	1,219,564	1,157,388	1,077,219	1,049,739
UAF Safety Services	268,564	269,600	269,600	301,900	301,900	301,900
UAF VCAS Business Operations (3)	206,434	180,500	180,500	148,200	148,200	148,200
Vice Chancellor for Research	315,955	321,956	330,436	390,301	457,670	352,317
<b>Grand Total</b>	<b>9,457,857</b>	<b>9,754,112</b>	<b>9,478,319</b>	<b>9,335,651</b>	<b>9,237,736</b>	<b>9,424,088</b>
(1) Effective FY15, IARC operationally transferred the Geographic Information Network of Alaska (GINA) to the Geophysical Institute.						
(2) Effective FY15, UAF Financial Services includes the Office of Grants & Contracts Administration.						
(3) Effective FY15, UAF VCAS Business Operations includes Procurement and Central Receiving.						

## AUXILIARY RECEIPTS

Auxiliary receipts are discussed in Section 3.

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

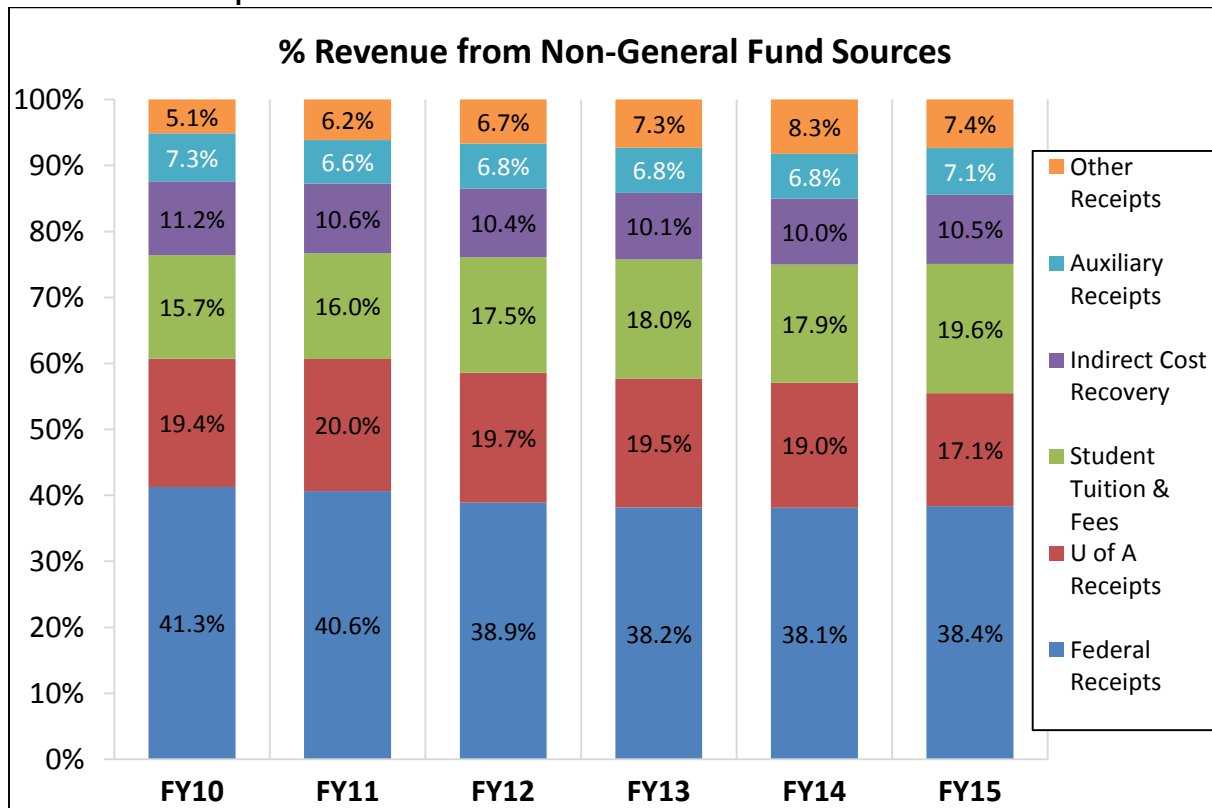
*Refer to Appendix 1.B.1 - General Fund (GF) & Non General Fund (NGF) Revenue by Vice Chancellor and Unit 10-15*

### 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 (approximately 42 percent of total revenue in FY15). However, the state budget climate challenges are expected to continue as oil revenue is down; therefore UAF must become more reliant on non-state revenue sources. It is becoming increasingly important for universities in today's higher education environment to have a diversified revenue base and not be overly reliant on one or two revenue streams, especially Federal or state appropriations. Non-general fund receipts consist of Federal, UA receipts, tuition & fees, ICR, auxiliary and other receipts. Revenue from non-general fund sources decreased in FY15 by 4.7 percent.

**Graph 1.3 - Percent Revenue from Non-General Fund Sources\***



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

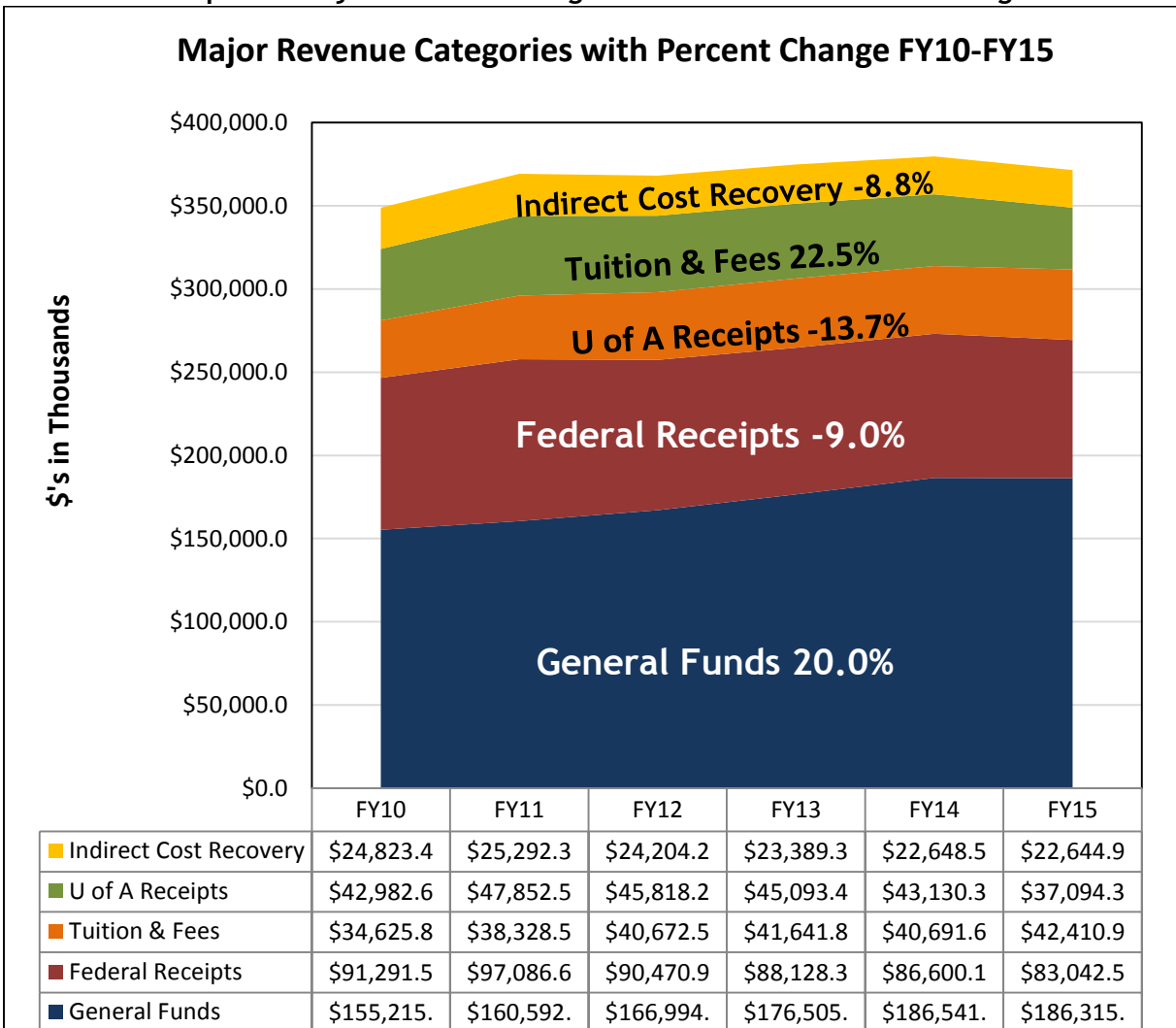
**Table 1.6 Non-General Fund Revenue Sources**

Revenue Source	FY10	FY11	FY12	FY13	FY14	FY15	% Change FY14-15	% Change FY10-15
Federal Receipts	\$91,291.5	\$97,086.6	\$90,486.0	\$88,182.5	\$86,600.1	\$83,042.5	-4.11%	-9.04%
U of A Receipts	\$42,982.6	\$47,852.5	\$45,811.1	\$45,086.9	\$43,130.3	\$37,094.3	-13.99%	-13.70%
Student Tuition & Fees	\$34,625.8	\$38,328.5	\$40,672.5	\$41,641.8	\$40,691.6	\$42,410.9	4.23%	22.48%
Indirect Cost Recovery	\$24,823.4	\$25,292.3	\$24,204.2	\$23,389.3	\$22,648.5	\$22,644.9	-0.02%	-8.78%
Auxiliary Receipts	\$16,066.5	\$15,691.9	\$15,856.0	\$15,768.9	\$15,426.1	\$15,281.7	-0.94%	-4.88%
Other Receipts	\$11,366.4	\$14,714.6	\$15,578.2	\$16,850.2	\$18,751.5	\$15,972.3	-14.82%	40.52%
<b>Grand Total</b>	<b>\$221,156.3</b>	<b>\$238,966.4</b>	<b>\$232,608.0</b>	<b>\$230,919.7</b>	<b>\$227,248.1</b>	<b>\$216,446.6</b>	<b>-4.75%</b>	<b>-2.13%</b>

## MAJOR REVENUE CATEGORIES

The major revenue categories for UAF are 1) state general funds, 2) Federal receipts, 3) UA receipts, 4) tuition and fees, and 5) ICR. The chart describes the six year change in each of the revenue categories and the section below provides further analysis on each revenue stream.

**Graph 1.4 Major Revenue Categories with 6 Year Percent Change**



University leadership has influence over the level of funding received from each stream of revenue, although this varies by category. For example, the degree to which a university successfully

generates additional Federal research awards is highly dependent on several factors outside a university's sphere of influence including: the national political climate, congressional delegation seniority and influence, and the national and global economy. There are other ways leadership can influence the likelihood of successfully obtaining Federal research grants, for example, by providing the required level of institutional match investment to high priority federal research proposals. Changes in ICR match proportionally to the change over time in Federal and UA Receipts.

Within these categories, UAF has the most influence over student tuition and fees via annual rate increases approved through the UA BOR. This mechanism is often used to offset annual operating cost increases and is balanced with student feedback in an effort to keep student borrowing/debt at manageable levels.

General funds can be influenced through advocacy efforts in the State Legislature, although UAF and UA have a more limited influence in this area. UA will continue to communicate openly with state leaders about the importance of continued investment in higher education and UA's ability to contribute to the Alaskan economy. Generally, as national and state conditions are constricting, the total UAF budget is shrinking, where most categories thus far have remained proportional to the whole.

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

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

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

## **GENERAL FUND BUDGETS BY ALLOCATION**

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

In FY15, the university operated under a single UA appropriation structure. For organizational and managerial purposes, the university's budget is grouped into Results Delivery Units (RDU) with related components (allocations). For UAF and the community campuses, there are ten allocations:

University of Alaska (Appropriation)

University of Alaska Fairbanks RDU

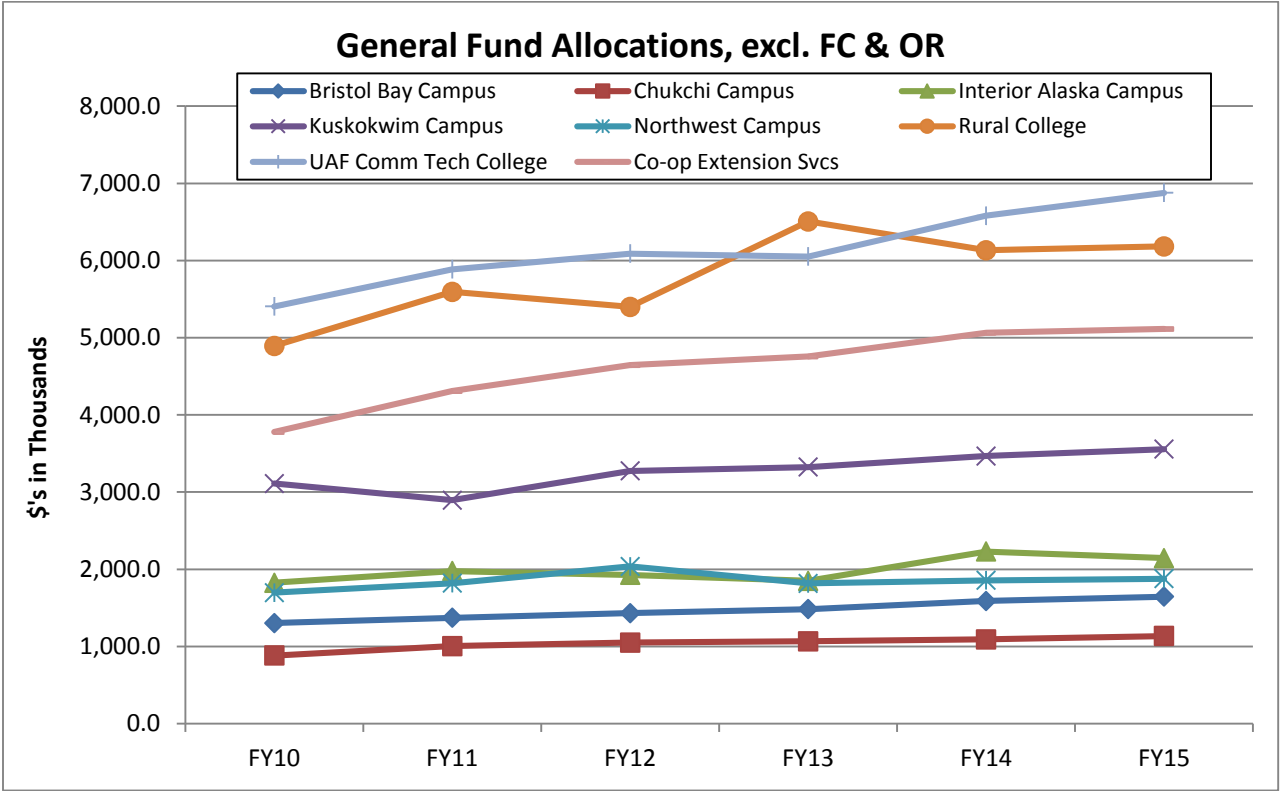
- Fairbanks Campus (Allocation)
- Fairbanks Organized Research (Allocation)
- Cooperative Extension Service (Allocation)
- Bristol Bay Campus (Allocation)
- Chukchi Campus (Allocation)
- Interior-Aleutians Campus (Allocation)
- Kuskokwim Campus (Allocation)
- Northwest Campus (Allocation)
- College of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

The legal effect of this structure is that budget controls are established at the allocation level, but adjustments can be made between those allocations with the concurrence of the Office of the Governor through the revised program process. The Management Plan scenario allows agencies to

adjust their budgets and reflect management decisions in allocating staff and funding to implement their current year programs and services within their existing budgets. These budget adjustments are called revised programs.

It is important to note that for FY16, the Cooperative Extension Service (CES) allocation will be discontinued. This is due to a merger between the School of Natural Resources and Agricultural Sciences (SNRAS) and CES to create the School of Natural Resources and Extension (SNRE). This structural change is expected to be approved by the State of Alaska Office of Management and Budget (OMB) as part of the FY17 Governor’s budget request.

Graph 1.5 General Fund Allocations\*



\*Excludes Fairbanks Campus & Organized Research allocations.

State general fund support has increased 20 percent since FY10; however this trend remains flat from FY14-FY15 and is currently declining in FY16 with further expected reductions in FY17. As UAF’s fixed cost base increases each year, the resulting impact is a growing budget gap that must be managed on an annual basis. The one-year and six-year changes in funding levels for each allocation are described in Table 1.7.

In FY15, state general funds total \$186,315.2 and are made up of state appropriations (\$178,536.0), matching funds (\$4,648.0), technical vocational education program (TVEP) funds (\$1,075.7) and state-funded capital research items (\$2,055.5). Refer to Appendix 1.A.2.

**Table 1.7 General Fund Allocations**

Allocation	FY10	FY11	FY12	FY13	FY14	FY15	Percent Change FY14-15	Percent Change FY10-15
☐ Bristol Bay Campus	\$1,372.2	\$1,432.3	\$1,484.1	\$1,589.9	\$1,644.5	\$1,638.5	0%	19%
☐ Chukchi Campus	\$1,004.9	\$1,050.1	\$1,067.0	\$1,092.1	\$1,135.5	\$1,058.6	-7%	5%
☐ Interior Campus	\$1,977.8	\$1,926.4	\$1,850.9	\$2,229.8	\$2,144.2	\$2,284.3	7%	15%
☐ Kuskokwim Campus	\$2,895.5	\$3,273.4	\$3,325.1	\$3,467.8	\$3,555.7	\$3,425.6	-4%	18%
☐ Northwest Campus	\$1,818.8	\$2,037.8	\$1,816.1	\$1,856.5	\$1,876.7	\$1,773.6	-5%	-2%
☐ Rural College	\$5,593.0	\$5,399.0	\$6,505.9	\$6,133.9	\$6,182.4	\$6,262.0	1%	12%
☐ UAF Comm Tech College	\$5,885.6	\$6,089.5	\$6,052.7	\$6,579.9	\$6,876.4	\$6,559.8	-5%	11%
☐ Co-op Extension Svcs	\$4,308.4	\$4,644.2	\$4,756.8	\$5,062.3	\$5,113.9	\$4,343.6	-15%	1%
☐ Fairbanks Campus	\$107,779.4	\$112,017.6	\$116,557.7	\$121,633.0	\$130,294.5	\$130,226.1	0%	21%
☐ UAF Organized Research	\$22,580.1	\$22,722.3	\$23,578.4	\$26,860.1	\$27,718.1	\$28,743.2	4%	27%
<b>Grand Total</b>	<b>\$155,215.6</b>	<b>\$160,592.5</b>	<b>\$166,994.5</b>	<b>\$176,505.2</b>	<b>\$186,541.9</b>	<b>\$186,315.2</b>	<b>0%</b>	<b>20%</b>

Capital research items (research projects in support of Alaska's needs) decreased by 33 percent from FY14 (\$3,053.1 in FY14 and \$2,055.5 in FY15). These types of projects are expended as restricted funds and include projects like GI's Poker Flat and unmanned aerial systems, SFOS ocean acidification projects, and Alaska Center for Energy and Power (ACEP) partnership to develop statewide energy solutions. Amounts shown below are net of F&A costs.

FY13 UAF Research Capital Activity: FY13 Total \$1,851.9

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

SFOS ocean acidification research - \$704.9

FY14 UAF Research Capital Activity: FY14 Total \$3,053.1

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

SFOS ocean acidification - \$438.9

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

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

FY15 UAF Research Capital Activity: FY15 Total \$2,055.5

GI unmanned aerial systems (ACUASI)/Poker Flat - \$1,401.8

SFOS ocean acidification - \$336.3

Alaska Center for Energy & Power (ACEP) - \$277.9

AFES (Georgeson Botanical Garden) - \$39.5 (Award expired during FY15; fully expended)

As of the end of FY15, these multi-year awards are expended at 71 percent of the total award amount.

## UAF LEGISLATIVE INCREMENTAL FUNDING HISTORY

Table 1.8 reflects the general fund increments, including one-time funding for utility supplements and high priority programs, provided by the Legislature over the past seven years. Since FY10, annual general fund increases have ranged between a high of 4.8 percent in FY13 and a low of 0.4 percent in FY16.

The majority of incremental general funds received from the State are dedicated to covering employee compensation (50 percent of salary and benefits obligations), utilities and other fixed cost increases. The university is expected to cover the other half of compensation and other cost increases with university-generated revenues (tuition, ICR, etc.). Funding amounts for high priority programs vary from year to year based on legislative priorities.



FY15 marks the first year of a decrease (-3.2 percent) in the UAF general fund allocation due in large part due to state-mandated unallocated reduction of \$7.6 million, in addition to a travel-specific reduction of just over \$500 thousand. These reductions occurred later in the budget process and after the final FY15 management plan, therefore will not match the FY15 UA Yellowbook.

General fund changes from FY15 to FY16 appear flat; however, it is important to note that the legislative reduction, \$13.1 million applied to UAF in FY16, is almost double the reduction from FY15, and do not factor in other losses, including foregone utility trigger funding (approximately \$4.0 million, adding to the shortfall), and a lack of capital and deferred maintenance increments to cover rising fixed costs. In FY16, compensation was additionally provided at a 50 percent level on a one-time only funding basis. If these funds are not reinstated in FY17, they will function as an additional shortfall that must be covered by reductions in other areas, including programs and services.

The Statewide Yellowbooks FY10 - FY16 are sources for information shown in Table 1.8.

**Table 1.8 UAF Legislative Incremental Funding History - General Fund Only**

UAF Legislative Incremental Funding History - General Fund (GF) Only (1)							
	FY10	FY11	FY12	FY13	FY14	FY15	FY16 <sup>(3)</sup>
Prior Year ABS Authorized Operating Budget <sup>(2)</sup>	146,160.9	151,870.5	158,843.1	162,838.2	170,620.3	177,775.5	179,291.4
<b>Personal Services</b>							
Salary & Benefits	4,062.6	3,908.4	3,728.2	2,618.3	3,858.0	2,594.6	5,063.0
<b>Non-Personal Services Fixed Costs</b>							
Maintenance & Repair (M&R)	434.0	795.3	-	578.9	354.0	468.3	715.5
Library/Operating Fixed Costs	-	(160.5)	-	100.0	-	-	-
New Facility Operating Costs	150.0	523.8	-	434.0	2,303.0	-	-
Risk Management	-	-	-	-	-	-	-
<b>Subtotal</b>	584.0	1,158.6	-	1,112.9	2,657.0	468.3	715.5
High Priority Programs	1,125.4	1,475.0	500.0	2,324.0	610.0	718.5	2,080.8
Other Funding Changes <sup>(4)</sup>	(62.4)	430.6	(233.1)	1,726.9	30.2	(1,339.4)	(1,228.8)
Legislative Adjustments <sup>(5)</sup>						(8,078.9)	(13,131.0)
<b>Subtotal</b>	1,063.0	1,905.6	266.9	4,050.9	640.2	(8,699.8)	(12,279.0)
<b>Total Distributed Incremental Funding</b>	<b>5,709.6</b>	<b>6,972.6</b>	<b>3,995.1</b>	<b>7,782.1</b>	<b>7,155.2</b>	<b>(5,636.9)</b>	<b>(6,500.5)</b>
<b>Final GF Management Plan <sup>(2)</sup></b>	<b>151,870.5</b>	<b>158,843.1</b>	<b>162,838.2</b>	<b>170,620.3</b>	<b>177,775.5</b>	<b>172,138.6</b>	<b>172,790.9</b>
<b>Percent Change from Prior Year</b>	<b>3.9%</b>	<b>4.6%</b>	<b>2.5%</b>	<b>4.8%</b>	<b>4.2%</b>	<b>-3.2%</b>	<b>0.4%</b>
<b>Notes:</b>							
(1) Each fiscal year detail agrees to the respective Yellow Book for that fiscal year.							
(2) For FY10-FY15, General Funds include GF, GF Match and TVEP; does NOT include one-time supplemental funding "trigger" for utilities.							
(3) Beginning in FY16, General Funds no longer include TVEP; these are included as Designated, Federal and Other funds.							
(4) Other Funding Changes include items such as program transfers from other UA appropriations such as the Alaska Air National Guard waivers, TVEP adjustments, reversal of one-time initiatives and other adjustments.							
(5) FY15 legislative adjustments include an unallocated GF reduction of roughly \$7.6 million and \$517 thousand reduction to travel expenditures. The FY15 legislative total reduction of \$8.1 million was distributed after the final FY15 management plan and will not match the FY15 Yellow Book. The FY16 legislative reduction of \$13.1 million is UAF's share of a UA system-wide reduction of \$31.4 million (or 42 percent).							

**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 10-15*

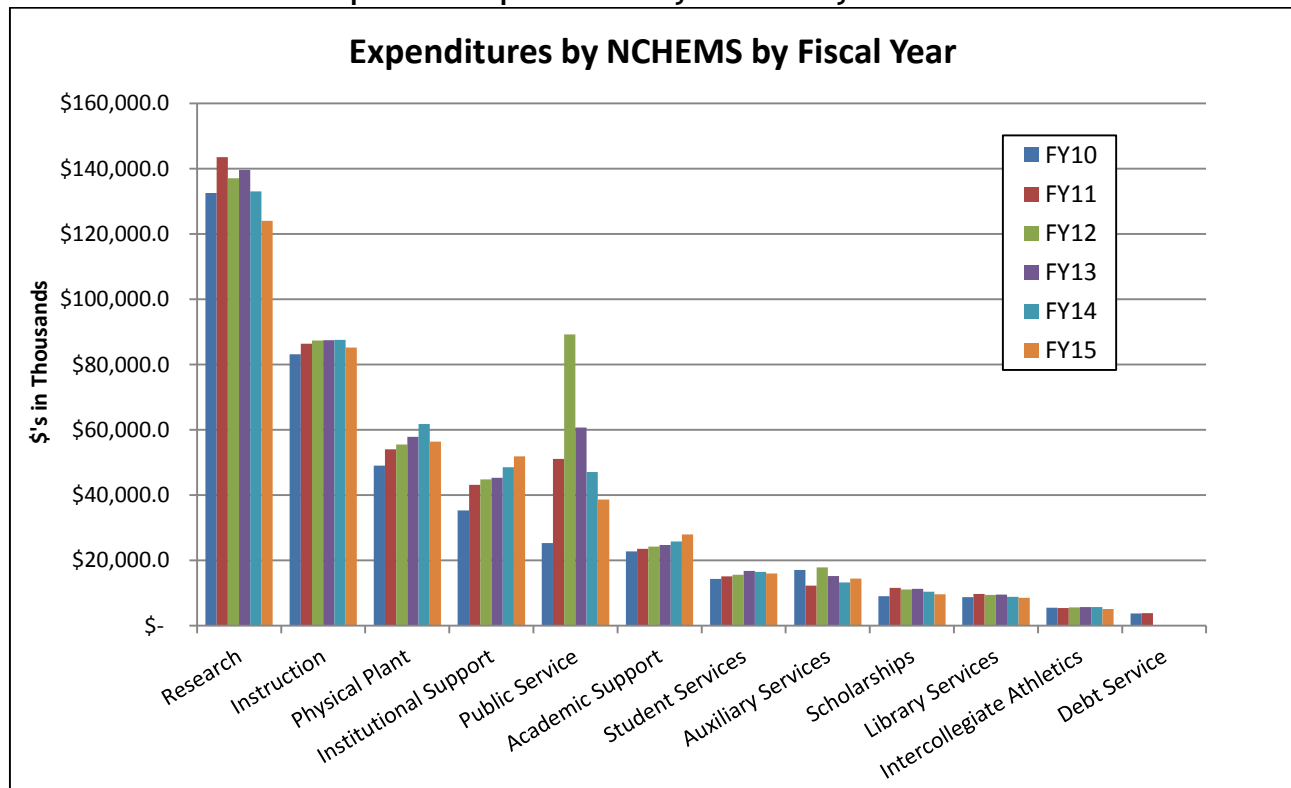
*Refer to Appendix 1.D.2 - Expenditures by Allocation and NCHEMS 10-15*

*Refer to Appendix 1.D.3 - Expenditures by Fund Type and NCHEMS 10-15*

*Refer to Appendix 1.F.1 - FY11-FY15 UAF Research Expenditures - Various Definitions*

**EXPENDITURES BY NCHEMS**

**Graph 1.6 - Expenditures by NCHEMS by Fiscal Year**



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 area. Public Service decreased by 18.0 percent since FY14 because ARRA stimulus expenditures are included in these data. This includes \$27,201.4 in FY11, \$61,670.9 in FY12, \$31,583.9 in FY13, and a drop by 38 percent to \$8,873.7 in FY15. The majority of those costs are related to R/V Sikuliaq. FY12 shows a spike in capital expenditures due to the construction of the R/V Sikuliaq in that year and have steadily declined since that period.

Research activity continues to drive the largest proportion of expenditures, making up 28 percent of total expenditures. Research expenditures decreased by \$9,080.9, or 6.8 percent from FY14 to FY15 as a result of tighter external funding climates.

UAF may report research expenditures in a variety of ways depending on the report type and required research definition. Appendix 1.F.1 demonstrates annual research expenditure totals by definition from FY11 through FY15. Regardless of the definition used, research trends are moving downward. UAF continues to seek research opportunities in areas where UAF maintains a competitive edge.

Physical plant expenditures make up approximately 13 percent of total expenditures and have steadily increased each year from FY10 through FY14. FY15 is the first year of a decline by 8.8 percent (\$5.4 million). This category includes expenditures for the administration, supervision, operation, maintenance, preservation and protection of UAF’s physical plant, as well as aging facilities located across the state. It includes expenses for janitorial and utility services; repairs and ordinary or normal alterations of buildings, furniture and equipment; care of grounds; maintenance and operation of buildings and other plant facilities; and fire protection.

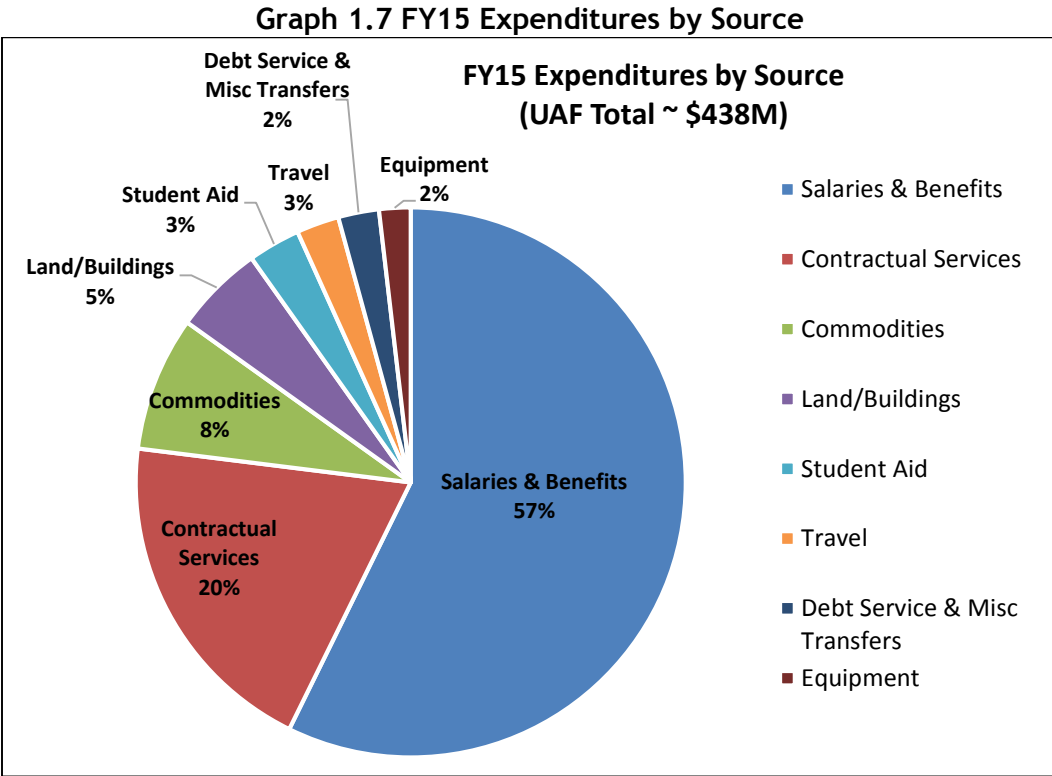
**E. Six-year trend and one-year changes in expenditures by major account code and fund for the MAU and campus level noting significant changes.**

*Refer to Appendix 1.E.1 - Expenditures by Account Code 10-15*  
*Refer to Appendix 1.E.2 - Expenditures by Allocation and Major Account Code 10-15*  
*Refer to Appendix 1.E.3 - Expenditures by Fund and Major Account Code 10-15*  
*Refer to Appendix 1.E.4 - Expenditures by Vice Chancellor and Unit 10-15*

**EXPENDITURES (OVERVIEW)**

Total expenditures decreased from \$458,615.9 in FY14 to \$437,796.2 in FY15, a decrease of \$20,819.6, or 4.5 percent, largely due to the tight budget climate and UAF actions to balance the budget.

See Appendix 4.E.1 for the full FY15 Budget Reduction Summary with VC level detail included. FY16 budget reduction plans/outcomes are also included as part of Section 4.

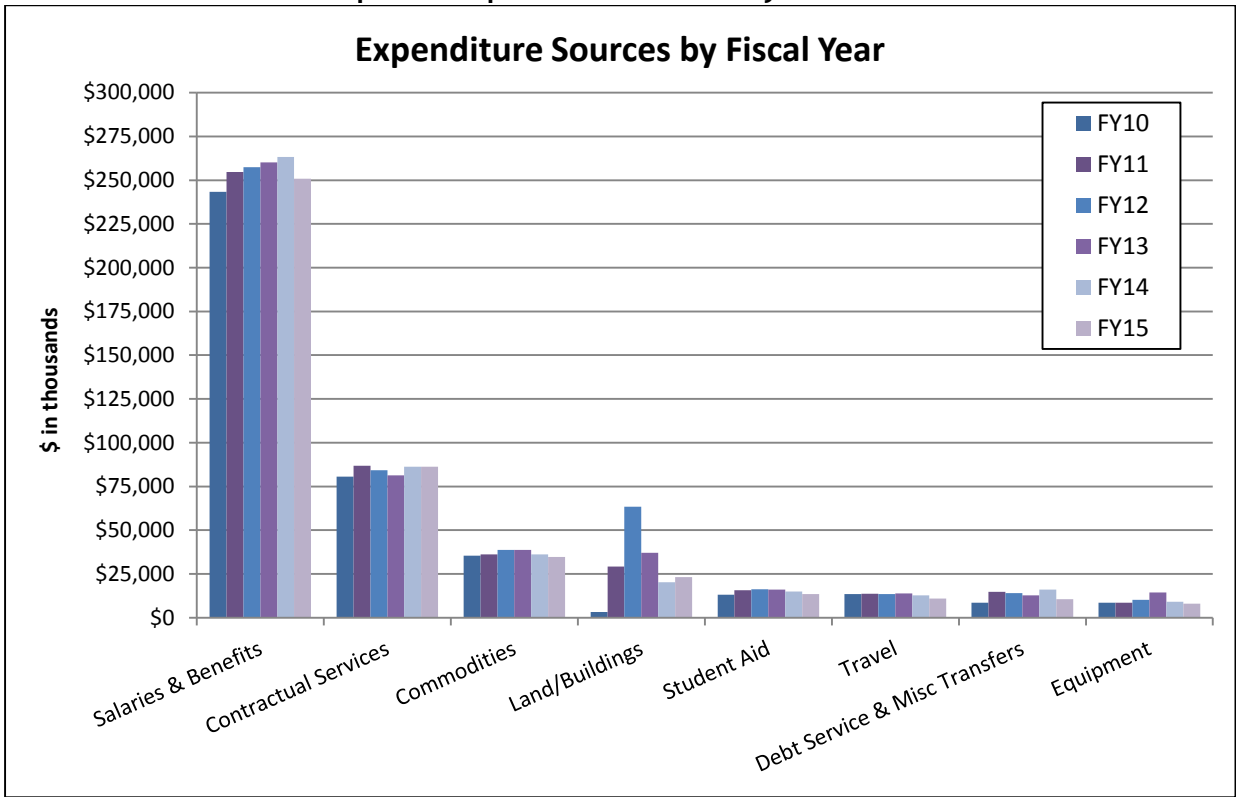


Expenditures include salaries and benefits, travel, contractual services, commodities, equipment, land/buildings, student aid, and other miscellaneous sources. Salaries and benefits make up the

majority of expenditures at 57.3 percent, with contractual services as the second largest component at 19.7 percent.

Unrestricted expenditures make up the majority of expenditures with \$294,862.4 or 67 percent of total expenditures; restricted expenditures total \$126,485.0 or 29 percent. It is important to note that unrestricted expenditures decreased by 2 percent from FY14 to FY15, and restricted expenditures decreased by 12 percent from FY14 to FY15 (and trend steadily downward since FY12). Since FY14, restricted sources have decreased at a more accelerated rate than unrestricted sources due to a declining external funding climate. As unrestricted sources are squeezed as well, this is difficult to sustain. This will be an area to watch in future years.

Graph 1.8 Expenditure Sources by Fiscal Year



Salaries and benefits decreased by \$12,416.7 or 4.7 percent from FY14 to FY15. This is in part likely due to cost avoidance measures, improved position management and an overall decline in UAF’s workforce. Employee trends are discussed further in Section 6.

Although heavily scrutinized, travel expenditures make up 2.5 percent of total expenditures and decreased 14 percent from FY14 to FY15. During FY15, the state mandated a travel-specific reduction of roughly \$517 thousand for UAF. To meet this specified legislative intent, UAF made strategic choices to reduce travel at various levels in unrestricted categories. Instructional travel and intercollegiate athletics were reduced at a lesser percentage in order to preserve student life activities. Travel using restricted funds (sponsored award travel) and private funding was excluded from the reduction.

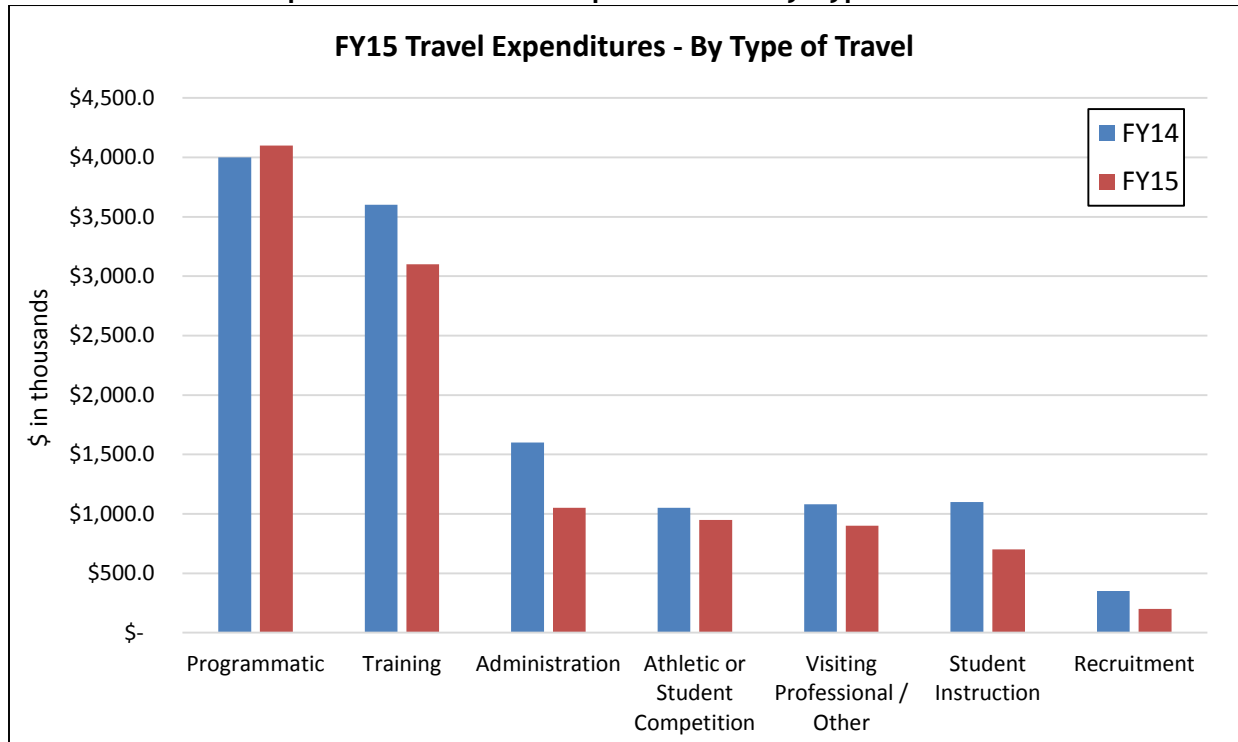
Travel on restricted and sponsored funding sources make up 60 percent of total travel costs, while travel on unrestricted funding makes up the other 40 percent. UAF made the most significant travel reduction, over 25 percent, in the unrestricted category.

**Table 1.9 FY14-FY15 Travel Expenditures by Fund Type**

Travel Expenditures by Fund Type	FY14	FY15	FY15 % of Total	\$ Decrease FY14-FY15	% Change FY14-FY15
Unrestricted	5,811.0	4,346.4	40%	(1,464.6)	-25.2%
Restricted & Sponsored	7,008.1	6,625.7	60%	(382.4)	-5.5%
<b>Total Travel Expenditures</b>	<b>12,819.1</b>	<b>10,972.0</b>	<b>100%</b>	<b>(1,847.1)</b>	<b>-14.4%</b>

Between FY14 and FY15 there was a reduction of \$1.5 million in unrestricted travel costs at UAF. This amounts to roughly \$1.0 million more than specified by legislative mandate.

**Graph 1.9 FY15 Travel Expenditures - By Type of Travel**



Training and administrative travel will continue to decrease in future years due to the tight budget climate. UAF continues to preserve sponsored travel that generates ICR, promotes experiential learning opportunities, and allows for collaborations with rural regions which are all part of UAF's mission.

Other expenditures remain stable or are declining over time.

## Section 2: Revenue Projections FY15-FY17

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

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

- UAF Total Revenue Projections and FY16-FY17 Outlook
- R/V Sikuliaq and Impacts
- Federal Funding and Impact on Restricted Funds
- College of Rural and Community Development: Federal, Title III and State Appropriations
- Tuition Revenue Scenarios (based on current approved rates; varying enrollment)
- Intellectual Property and Research Commercialization Efforts
- Research Proposal Summary FY15

**Table 2.1 - FIVE YEAR CHANGE (FY10-FY15) AND FY16-FY17 REVENUE PROJECTION SUMMARY**

Funding Source - Operating	2010 Actual	2015 Actual	FY10-FY15 % Change	2016 Projection	FY15-FY16 % Change	2017 Projection	FY16-FY17 % Change
<b>State Appropriation</b>							
<i>General Fund</i>	\$149,526.3	\$178,536.0	19.4%	\$168,001.6	-5.9%	\$151,201.4	-10.0%
<i>General Fund Match</i>	\$4,739.3	\$4,648.0	-1.9%	\$4,739.3	2.0%	\$4,739.3	0.0%
<i>Technical Vocational Ed Program (TVEP) (*)</i>	\$950.0	\$1,075.7	13.2%	see below	see below	see below	see below
<i>Mental Hlth Trust Auth Receipts</i>	\$25.0	\$50.0	100.0%	\$50.0	0.0%	\$50.0	0.0%
<b>State Approp. Subtotal</b>	<b>\$155,240.6</b>	<b>\$184,309.7</b>	<b>18.7%</b>	<b>\$172,790.9</b>	<b>-6.2%</b>	<b>\$155,990.7</b>	<b>-9.7%</b>
<b>Technical Vocational Education Program</b>	see above	see above	see above	\$1,085.4	0.9%	\$1,085.4	0.0%
<b>University Receipts</b>							
<i>Interest Income</i>	\$11.2	\$12.6	12.5%	\$15.0	19.0%	\$15.2	1.3%
<i>Auxiliary Receipts</i>	\$16,066.5	\$15,281.7	-4.9%	\$15,600.0	2.1%	\$15,912.0	2.0%
<i>Student Tuition/Fees (net)</i>	\$34,625.8	\$42,410.9	22.5%	\$43,130.0	1.7%	\$43,928.1	1.9%
<i>Indirect Cost Recovery</i>	\$24,823.4	\$22,644.9	-8.8%	\$24,600.0	8.6%	\$24,700.0	0.4%
<i>University Receipts</i>	\$42,982.6	\$37,094.3	-13.7%	\$37,500.0	1.1%	\$37,900.0	1.1%
<b>University Receipts Subtotal</b>	<b>\$118,509.5</b>	<b>\$117,444.4</b>	<b>-0.9%</b>	<b>\$120,845.0</b>	<b>2.9%</b>	<b>\$122,455.3</b>	<b>1.3%</b>
<b>Other Funds</b>							
<i>Federal Receipts</i>	\$91,291.5	\$83,042.5	-9.0%	\$95,000.0	14.4%	\$95,000.0	0.0%
<i>UA Intra-Agency Transfers</i>	\$30,818.3	\$31,179.7	1.2%	\$43,000.0	37.9%	\$43,000.0	0.0%
<i>State Inter-Agency Receipts</i>	\$4,061.4	\$3,470.4	-14.6%	\$3,300.0	-4.9%	\$3,366.0	2.0%
<i>CIP Receipts</i>	\$3,960.1	\$7,411.6	87.2%	\$6,500.0	-12.3%	\$6,175.0	-5.0%
<b>Other Funds Subtotal</b>	<b>\$130,131.3</b>	<b>\$125,104.2</b>	<b>-3.9%</b>	<b>\$147,800.0</b>	<b>18.1%</b>	<b>\$147,541.0</b>	<b>-0.2%</b>
<b>Grand Total - Operating</b>	<b>\$403,881.4</b>	<b>\$426,858.3</b>	<b>5.7%</b>	<b>\$441,435.9</b>	<b>3.4%</b>	<b>\$425,987.0</b>	<b>-3.5%</b>

(\*) Beginning in FY16, Technical Vocational Education Program (TVEP) funds are categorized and reported separately from State Appropriations.

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

#### Assumptions

- 1) Table 2.1 includes operating funds only. It does not include Federal Stimulus-ARRA funding, RSA capital authority or state-funded capital research items.
- 2) In this document, FY17 general fund (GF) projections are based on a possible 10 percent (roughly \$17 million) reduction scenario as likelihood that a reduced revenue picture is greater. Further outcomes will be determined by the legislative process. This reduction

estimate is not reflective of the total UAF budget gap, since institutional fixed costs will also contribute to full impact.

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

- 3) Tuition projections assume a -3 percent decrease in enrollment with \$8-\$22 per credit hour increase approved by BOR for FY16. FY17 projections assume a -3 decrease in enrollment and an across the board tuition increase of 5 percent for all divisions. The BOR approved the 5 percent tuition increase at the November 2015 meeting. Tuition scenarios based on varying enrollment levels are included with more detail later in Section 2.
- 4) Indirect cost recovery (ICR) is projected to increase slightly in FY16. Full Sikuliaq recharge center activity/impact in FY16 is estimated at \$2 million, with a slight increase in FY17. The negotiated indirect rate for the Ship is 35 percent, effective through June 30, 2018.
- 5) Federal receipts and UA intra-agency transfers are expected to increase in FY16 and FY17 due to Sikuliaq activity.

## FY15-FY17 OUTLOOK

In FY15, UAF made continued efforts to identify cost savings and cost containment measures, made process improvement efficiencies and continued to explore new revenue opportunities. In addition to these regular management practices, UAF implemented vertical reductions and organizational changes that will continue to show results in FY16 and beyond. In an effort to preserve academic program quality and continue research efforts (which are both revenue drivers in addition to areas of excellence), services that are support and/or administrative in nature were reduced to a greater degree than academic and research areas. Personnel costs continue to be managed by attrition, layoffs and not re-filling vacant positions. Headcounts for regular and temporary employees reduced by 153 from Spring 2014 to Spring 2015. Furloughs are in use in FY16 for officers, senior administrators and non-represented academic leaders.

FY16 was the second consecutive year UA received a general fund reduction to the base budget. For the FY17 budget request, the State of Alaska Office of Management and Budget (OMB) provided budget development guidance emphasizing preparation for reduction scenarios. Budget conditions in FY17 are expected to continue to be tight as in previous years.

UAF responded with an FY17 operating budget request of \$1,377.0 in high demand program areas, which represents a less than 1.0 percent increase over the FY16 total authorized budget at \$172,790.9. High demand program requests are driven by one or more of the Shaping Alaska's Future themes. Many of the items are either partially funded in years past or have been resubmitted because of the significance to the institution. UAF is however, prepared to be aggressive in order to garner new funding in areas of strategic importance or where investments will have a large impact to the UAF community.

The FY17 capital budget requests are focused on the completion of the Engineering Building (\$34.8 million) construction and UA deferred maintenance/renewal and repurpose (DM/R&R).

The current projected UAF budget gap for FY17 is in the \$26 million range with consideration of compensation and other fixed cost obligations; however, it is very early in the process to anticipate the final budgetary reduction results. The Governor's budget will be available in December 2015 to

further inform initial planning, and the Legislative session will run from January through April 2016. Communications throughout the process are expected and UA/UAF are preparing contingency budgets in alignment with State OMB guidance.

**R/V SIKULIAQ**

The Sikuliaq arrived at its homeport in Seward in February 2015. Sea ice trials were conducted March and April, with maintenance and other warranty work occurring from April to June.

Sikuliaq activity will impact revenues in the following areas: ICR, Federal receipts and UA intra-agency receipts. It will impact UAF expenditures in most categories. An increase in intra-agency receipts correlates to an increase of Federal receipts of roughly the same amount each year. Other receipts through state (or private) grants and contracts, or directly through external parties, are not expected to be significant. UAF will realize additional receipts via ICR because the center recovers costs at a 35.0 percent rate.

In FY15, billable ship days commenced in November at a reduced level due to the systems testing and sea ice trials in the spring of 2015. As a result, FY15 recharge expenditures were significantly less than a typical fiscal year when the ship is in full operation. When fully operational, the recharge center anticipates 260-300 days at sea at an estimated daily recharge rate of \$54,500 per day. This day rate includes both ship operations (\$45,300/day) and oceanographic technical services (\$9,200/day). This activity level puts the expected intra-agency transfer revenues at \$12-13 million in FY16 and forward. UAF also committed \$500,000 as a strategic investment for ship days, which equates to about 10 days.

The full-anticipated impact on receipt authority for FY16 is \$26.5 million broken out as follows:

- Intra-Agency Transfers           \$12.0 million
- Federal Receipts                 \$12.0 million
- Indirect Cost Recovery         \$2.0 million
- UA Receipts                      \$0.5 million

It is expected that these increases will fall within UAF’s current budget authority for UA receipts. This level of activity will likely use all available Federal receipt authority at the combined UAF allocation and may, depending on other fluctuations in restricted receipt activity, exceed it. Intra-Agency transfers will require additional authority in the amount of \$12.0 million to allow for this activity.

**FEDERAL FUNDING AND IMPACT ON RESTRICTED FUNDS**

UAF Federal funding falls into distinct categories: Federal research grants and contracts, Federal Title III community campus funding, Federal financial aid - Pell grants, Federal formula funds, and other Federally-funded student and training programs. For context, Federal funding accounted for approximately 19 percent (\$83,042.5) of total UAF operating revenue in FY15; this is a decrease of 4.0 percent since FY14 (\$86,600.1). This revenue is driven heavily by competitive research and, outside of general funds, is UAF’s largest university generated revenue source. Since FY10, this proportion has fluctuated between 18 and 22 percent of total UAF operating revenue. Although Federal funding has steadily declined since FY11, it is expected to increase in FY16 due to Sikuliaq activity.

UAF’s largest component of Federal funds is in research grants and contracts (65 percent). UAF remains competitive for key agencies such as NSF, NOAA and NASA, but is still negatively impacted



by the constricting Federal research climate. Fortunately, UAF is positioned well in a few areas that may provide growth to partially offset reductions; these include Arctic related research and policy, climate change, Sikuliaq operations, unmanned aerial vehicle systems, bio-medical, and energy applications.

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

Pell grants are funded by the Federal government and typically awarded only to undergraduate students who have not earned a bachelor's or a professional degree. The maximum Federal Pell Grant award on a per student basis increased from \$5,730 for aid year 2014-2015 to \$5,775 for aid year 2015-2106. The amount students are awarded depends upon financial need, cost of attendance, full-time/part-time status, and whether the student plans to attend for a full academic year or less. It is too early to determine if more or less students are receiving Pell in Fall 2015 versus Fall 2014 because Pell grants can be awarded through July 2016; however, it is anticipated that Pell student aid will slightly decrease over the next few years due to projected declines in enrollment.

As a Land Grant University, UAF receives USDA formula funding, now referred to as "capacity grants", through the SNRE. These funds have not increased for several years. For FY15, a combination of anticipated reductions due to a different distribution method was enacted resulting in flat funding for FY15. For FY16, Smith-Lever funds increased by less than one percent, and McIntire Stennis funds decreased by 2.3 percent.

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

Federal Department of Education (DoEd) Title III funding plays a critical role in supporting CRCD's 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 support academic programs, student services, outreach, development, and building maintenance and renovation.

Alaska Native Serving Institution (ANSI) is a type of Federal Title III funding based on a student undergraduate enrollment that is at least 20.0 percent Alaska Native students. Each of CRCD's rural campuses (Bristol Bay, Chukchi, Interior Alaska, Kuskokwim and Northwest) must apply for eligibility of this designation each year. Additionally, the campuses must meet specific criteria. The ANSI designation has allowed campuses to access ANNH (Alaska Native and Native Hawaiian) funding opportunities at USDA and HUD as well as DoEd Title III funding. The HUD ANNH University Partnerships Program was discontinued and the last grant RFP was issued in FY11. The Bristol Bay Campus received HUD funding and the award extension expired in early FY15.

Federal Title III funding has been a significant source of funding for facility renovation and maintenance, academic programs and student services at CRCD's rural campuses.

- Total CRCD revenue, including restricted and unrestricted funds, has declined approximately 3.0 percent from FY13 to FY15 (\$20.3M in FY13 to \$19.6M in FY15).

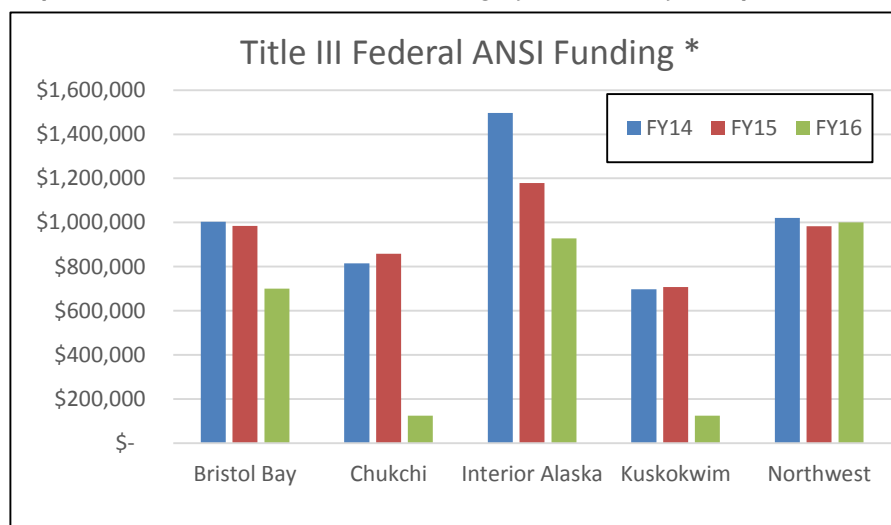
- Title III ANSI funding made up 29 percent (\$5.9M in FY13), 29 percent (\$5.6M in FY14) and 23 percent or \$4.7M in FY15) of the total CRCD revenue budget, including restricted and unrestricted funds, in those years.
- Title III ANSI funding decreased by 43.0 percent from FY14-FY16, due in large part to new guidelines described in more detail later in the report.
- Title III Renovation funds, although not part of operations, still have a great impact of the ability of the campuses to fulfill their mission. Renovation funds continue to decline; the only campus with current renovation funding is Northwest Campus.

### Changes to Title III Guidelines

Title III ANNH grants guidelines have been revised during the last two years. Title III grants are awarded through two mechanisms, Part A (discretionary funding) and Part F (mandatory funding). Grants have been available in three categories, Individual Development, Renovation and Cooperative Arrangement. From 2008 to 2013, campuses were able to receive multiple Title III grants. In 2014, the DoEd restricted eligible entities to one Part A and one Part F. At this time a campus can be awarded one of each simultaneously, but it is strictly one, meaning that grants on a no-cost extension count as a current award. An awardee is able to apply for new funding as long as there is no overlap (i.e., the current grant ends Sept. 30 and the new grant starts Oct. 1).

### Implications to Community Campuses

**Graph 2.1 Title III Federal ANSI Funding by Community Campus, FY14-16**



\*Total Title III federal funding includes USDA and HUD agencies. These do not include Renovation funds.

- Title III awards continue to decline from FY14 to FY16 due to guideline changes (i.e. multiple grants are no longer allowed).
- Title III ANSI funding has declined 39.0 percent from FY15 to FY16, with Chukchi and Kuskokwim experiencing the largest reductions due in large part to the new guidelines.
- HUD funding has been discontinued for all campuses, with no new awards in FY15 or FY16.

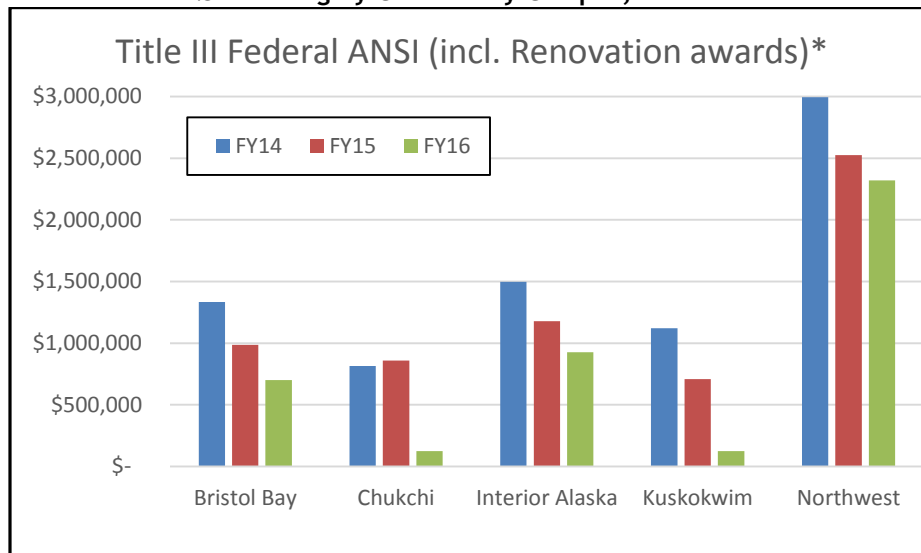
### Renovation Awards

Renovation awards have decreased by 52.0 percent from FY14 to FY16 for all campuses. Refer to Graph 2.2. These funds cover building renovations and improvements, e.g. upgrades that increase ADA compliance and/or improve energy efficiency. These funds have drastically reduced deferred

maintenance costs and annual operational expenses for the university. These awards will not fund the construction of new buildings. This type of funding is very limited from other sources, and generally not available through the state.

Renovation awards impact the Northwest Campus more significantly than other locations and indicate the extent of need for deferred maintenance, renovation and renewal at the campus. Renovation awards to the Northwest Campus have decreased by 33 percent from FY14 to FY16 (\$1.98M in FY14 to \$1.3M in FY16).

**Graph 2.2 Title III Federal ANSI Funding by Community Campus, Includes Renovation Awards, FY14-16**



\*Total Title III federal funding includes USDA, HUD and renovation awards.

### 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 fall to the local school district alone. Additionally, Title III provides anywhere from 50-100 percent of funding for critical staff positions such as program developers, grants managers and faculty for math and information technology. These positions would be eliminated without Title III support.

### Interior Alaska Campus

Beginning July 1, 2015, the Interior-Aleutians Campus was renamed the Interior Alaska Campus (IAC) due to a rural campus restructure. The Aleutians/Pribilof Center was transferred to the Bristol Bay Campus. Additionally, the Galena Center closed effective FY16.

IAC currently has one Part A Cooperative Arrangement grant, *K'edzaaye'*. This grant is a partnership with UAF eLearning and is currently scheduled to end September 30, 2015. This grant provides Math and English instruction for underprepared adults, high school to college bridging programs, the student success program, IT support, faculty development, student services staff training, Alaska Native language course development and piloting, and the development of online resources for academic courses. IAC has applied for a new Part A Individual Development grant and will apply for

a no-cost extension for *K'edzaaye*, if that grant is not awarded. IAC secured TVEP funds to support the bridging programs beginning in AY16. The *K'edzaaye* grant is projected to have \$1M in unspent funds; this is enough to carry out the remaining activities for more than one year.

IAC currently has one Part F Individual Development grant, *Strengthening Our Foundation*. This grant is currently scheduled to end September 30, 2015. This grant supports Math and English Support positions, a part-time Marketing Coordinator, and a part-time facilitator in McGrath. New applications for Part F funds were not available in FY15 so an application was not submitted. IAC projects \$65K in unspent funds and will submit a no-cost extension request for this grant.

IAC submitted an application for a new Part A grant cycle in 2015, *Sustaining Progress*. If awarded, this grant will provide more than \$3.8M over a 5-year period. This grant will support Math and English instruction and tutoring, ABUS, CIOs and soft skills training, development and delivery of Alaska Native language courses, IT support for students and the campus, expansion of the student success program, a traveling student services coordinator, travel funds to provide classes and student services in rural sites, faculty and student service staff training, and strategic planning.

### 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. Lack of Title III funding would significantly slow momentum for creating and developing quality distance-delivered coursework to village-based students. The initiative to pipeline local students into nursing and health-related fields will stagnate without the academic and student support services provided by this funding.

### Northwest Campus

Northwest Campus facilities receive Title III renewal and renovation awards that are 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. From FY14-FY16, renovation awards at Northwest campus have decreased by 33 percent. Although not part of operations, they have a great impact on the ability to fulfill its mission. Title III programs are not intended to fund or maintain continuing university operations.

### Bristol Bay

Beginning July 1, 2015, the Bristol Bay Campus in Dillingham will oversee higher education for the Aleutian/Pribilof Islands region, taking programs over from the IAC.

### Technical and Vocational Education Program (TVEP) Funding

Maintaining the current level of TVEP funding is critical to the vocational programs within CRCDC. Current TVEP supported programs include: Wildland Fire, Construction Trades Technology, Early Childhood Education, Computer Applications, Transportation Project Management and the Fairbanks Pipeline Training Center. Some programs are delivered state-wide.

### **UAF TUITION REVENUE SCENARIOS FOR FY16-FY17 - Updated November 2015**

Total tuition and fee revenue for FY15 was \$42.4 million, an increase of 4.2 percent (\$1.7 million) from FY14. While enrollment decreased by 5.1 percent from Fall 2013 to Fall 2014 (PAIR Fall

Opening Report, 2014), increases in tuition and fee rates lessened the revenue impact. Refer to Table 2.2 below.

Tuition rates increased by \$6 per credit for undergraduate and \$12 per credit for graduate tuition in FY15. Fees also increased significantly, with the UA network charge moving from 2 to 3 percent, the increase in the UAF athletics fee, and the introduction of the new UA facilities fee (beginning at \$2 per credit). The next facilities fee increase is slated to go into effect in Spring 2016, moving the per credit fee from \$4 to \$6 and generating an additional \$0.3 million in revenue (estimate based on flat enrollment).

**Table 2.2 - FY15 UAF Tuition and Fee Revenue**

<b>Account Description</b>	<b>FY15 Revenue</b>
<b>Fees</b>	<b>8,738,867</b>
<b>Tuition</b>	
Grad/Credit Hr Tuition	6,654,175
Lower Division Tuition	20,309,455
Non Resident Surcharge	4,780,272
Tuition Allowance - Contra Revenue/Pell*	(5,828,185)
Tuition Discounts - Contra Revenue	(594,520)
Undergrad Consolidated Tuition	1,050
Undergrad/Credit Hr Tuition	17,561
Upper Division Tuition	8,332,261
<b>Tuition Total</b>	<b>33,672,070</b>
<b>Grand Total, Tuition and Fees</b>	<b>42,410,936</b>

\*Contra tuition activity is primarily Pell Grant related (Tuition Allowance), Tuition Discounts are listed separately (e.g. take 12 credits but pay for 10).

A 5.0 percent across-the-board (ATB) tuition increase was approved by the BOR in November 2015. The tuition impact for full time students as a result of the FY17 BOR approved increases are summarized in Table 2.3.

**Table 2.3 - Student Impact of Approved FY17 Tuition Increases**

Rate Increase	5 percent	
	Per Credit	Per Semester
Lower Division	9	137
Upper Division	11	166
Graduate	21	190
Non-Resident	22-48	198-435

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. The following tables estimate the revenue impact of the rate increase.

Enrollment is significant in these scenarios. Without factoring in any rate increases:

- A one percent change in tuition rate is worth \$340,000, assuming flat enrollment;
- A one percent change in enrollment is worth \$420,000, assuming flat tuition and fee rates;
- A one percent change in fee rates is worth \$87,000, assuming flat enrollment.

**Table 2.4 - UAF Revenue Impact of 5 Percent ATB Tuition Increase in FY17**

5% tuition increase in FY17				
Trend: enrollment down by -3.0 percent annually				
	FY14	FY15	FY16	FY17
Net Tuition Revenue	\$ 34,682,877	\$ 33,672,070		
Fee Revenue	\$ 6,958,971	\$ 8,738,867		
Projected Tuition Revenue			\$ 34,229,679	\$ 34,862,929
Projected Fee Revenue			\$ 8,900,536	\$ 9,065,196
Total Revenue	\$ 41,641,847	\$ 42,410,937	\$ 43,130,216	\$ 43,928,125
Difference from FY16-17				\$ 797,909
Flat enrollment				
	FY14	FY15	FY16	FY17
Net Tuition Revenue	\$ 34,682,877	\$ 33,672,070		
Fee Revenue	\$ 6,958,971	\$ 8,738,867		
Projected Tuition Revenue			\$ 35,288,329	\$ 37,052,746
Projected Fee Revenue			\$ 9,175,810	\$ 9,634,601
Total Actual or Projected Revenue	\$ 41,641,847	\$ 42,410,937	\$ 44,464,140	\$ 46,687,347
Difference from FY16-17				\$ 2,223,207

**Notes:**

- Fiscal year projections are based on the academic year (Fall-Spring-Summer) that begins during that fiscal year and assume a 5 percent increase to fees.
- Other than Pell Grants and tuition deals, this report does not consider scholarships, assistantships, or other tuition waivers.

**Non Resident Surcharge (NRS)**

UAF is seeking to consolidate the Non Resident Surcharge (NRS) fees into a single structure to increase efficiency in student billing and communication for fee payment. The majority of students who pay the NRS are undergraduates, who currently pay the higher rate; moving to a single NRS rate will likely have a small impact on revenue (up to a possible \$25,000 increase) but will greatly simplify the process for students and administrators, improve reporting, and add transparency to student accounts. The table below illustrates the proposed model, under the 5 percent ATB increase. Any changes to student fees must be approved and published in the student course catalog.

**Table 2.5 - Proposed AY16 Changes to NRS**  
TBD - may be handled as an administrative change after BOR rate approval

	AY2015 (fall 2015 and spring 2016)	AY2016 (Fall 2016 and Spring 2017)			
	NRS rates increase \$20 to \$22	Proposed Rate	Increase %	Increase per credit (\$)	Impact to full time student (per semester, \$)
Non Resident Surcharge (single rate, applied to undergrads)	466	489	5%	23	350
Non Resident Surcharge (single rate, applied to grads)	441		11%	48	435

## INTELLECTUAL PROPERTY AND COMMERCIALIZATION EFFORTS

UAF's commercialization center is a collaboration between UAF, Nanook Innovation Corporation (NIC), and Nanook Tech Ventures (NTV). The center helps innovators bridge the gap between research and the private sector and serve as UAF's pipeline for innovation.

UAF formed the Office of Intellectual Property (OIPC) in FY11. OIPC helps UAF inventors protect their inventions and move University research into the private sector, where it can create jobs and stimulate economic development. OIPC has received more than 230 invention disclosures since inception, and for the first time in its history, UAF innovators are reporting inventions on par with other institutions of higher learning that perform a similar amount of research, including Kansas State University, the University of Central Florida, the University of Notre Dame, North Dakota State University, the University of Oregon, and West Virginia University.

**Table 2.6 FY2013-FY2015 Metrics Comparison**

Metrics Comparison	FY2013	FY2014	FY2015	Percent Change FY14-FY15
Inventions Reported	73	75	51	-32%
Non-Disclosure Agreements Executed	42	96	91	-5%
IP Protection Filings	5	9	7	-22%
Licenses	1	5	2	-60%
Technologies Licensed	0	40	6	-85%
Total Startup Companies	5	5	9	80%

The FY13-FY15 metrics comparison shown in Table 2.6 reveals a downturn in some categories. The main reason is that OIPC shifted its focus from early engagement with innovators to business development. After four years, UAF's portfolio of patent pending inventions and software has matured to a point where technologies can be licensed. As a result, OIPC shifted its focus from inventor engagement, events and education to licensing and creating new startup companies. Due to this shift, the number of startups grew significantly, and ultimately may become NTV portfolio companies. OIPC benefits the university by opening up new avenues for research revenue which is a critical strategy in the current budget climate where state support is decreasing.

### FY15 UAF RESEARCH PROPOSAL SUMMARY

*Refer to Appendix 2.A.1 - UAF Research Report FY15 Proposals and Awards*

In FY15, UAF submitted 773 proposals which represent a 4.3 percent decrease in submission volume from FY14. As expected, given the tightening environment for Federally funded research, new awards in FY15 have also declined. In FY15, UAF received 380 new awards with a total value of \$140.8 million; this is slightly less than the average volume of proposals for the past five years, but a significant decrease in value (-24 percent from FY11).

The GI, SFOS, IAB and CEM/INE, continue to lead the campus in sponsored research activity, collectively accounting for 73.7 percent of proposal submissions and 55 percent of awards received.

The full report, produced by the Office of Grants & Contracts Administration (OGCA) with PAIR's research review data, is attached in the Appendix.

## 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*

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

Table 3.1 shows the most significant sources of auxiliary revenue.

**Table 3.1 Major Auxiliary Revenue Sources, FY10-15**

<b>Auxiliary Revenue Source</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>Percent Change FY14-15</b>
Housing- Residence Hall Fees	5,069.9	5,128.5	5,359.3	5,452.2	5,550.8	5,562.5	0.2%
Food Service- Meal/Board Rev	3,445.2	3,601.1	3,888.8	4,064.1	4,048.8	4,466.5	10.3%
Housing- Apartment Fees	1,409.9	1,268.9	1,276.9	1,399.9	1,466.6	1,470.2	0.2%
Parking Fees	976.3	1,023.3	1,041.8	1,078.9	1,061.6	1,065.0	0.3%
Misc Revenue	818.4	954.5	925.8	730.9	761.8	652.7	-14.3%

Total revenues from auxiliary enterprises in FY15 (\$15,561.8) were down one-half percent over FY14 (\$15,637.7) revenues, and down three percent from FY10 (\$16,037.5). Refer to Appendix 1.A.3, Revenue by Fund Type.

### *B. Significant changes, investment areas and trends*

#### Residence Life

The total lease on the new public/private partnership (P3) dining facility is covered by the Residence Life and Dining Services auxiliaries. FY15 was the first year of payments, and Residence Life paid \$270,000 of the \$620,000 payment. That payment will increase to \$1.4 million in FY16.

Total revenues for Residence Life in FY15 were essentially flat from the previous year. Increased revenues from rate increases were offset by decreased revenues resulting from the closure of Walsh Hall due to damages related to a ruptured high-pressure steam pipe. Additionally, Residence Life increased spending on M&R projects by approximately \$600,000. These projects included an ADA upgrade to the entrance to the Moore-Bartlett-Skarland (MBS) Complex as well as a complete overhaul of the MBS lobby.

Net performance provided for a \$714,000 contribution to the fund balance, which begins FY16 at over \$4.6 million. This reserve is intended to provide for continued investment in facilities while also allowing Residence Life to absorb the FY16 P3 lease payment. This lease funding arrangement is intended as a temporary solution until alternative funding can be identified. Refer to Table 3.2.



## Dining Services

The new P3-funded dining facility on the west side of Wood Center opened in FY15. The new facility houses the Arctic Java coffee shop and Dine 49, the replacement for the decommissioned Lola Tilly cafeteria. New dining plans were also introduced, with full declining-balance Munch Money plans replacing the traditional all-you-care-to-eat (AYCTE) board plans. The new retail environment was intended to improve quality and provide students with the opportunity to be more selective in their dining choices. This change also led to higher operating costs and, when combined with start-up costs and revenues short of expectations, resulted in a \$373,000 draw from the fund balance. Increased revenues and reduced expenditures, following the FY15 start up investment, are projected to improve performance in FY16, allowing Dining Services to contribute \$350,000 to the FY16 P3 lease payments. While the dining revenues reflect a large increase over FY14, net revenue, after payments to the dining contractor, are not expected to increase dramatically primarily because of a change in the meal plan offerings. Refer to Table 3.1 and Table 3.2.

FY15 also represented the final year on the prior dining services contract with NANA Management Services. A new contractor, Chartwells, has been signed to a five-year contract running through June 30, 2020. Along with the new contractor the university is upgrading dining plans to offer a hybrid of the traditional AYCTE meals and last year's declining balance Munch Money plans. The new hybrid plans offer evening AYCTE meals at Dine 49 combined with Munch Money to purchase breakfast, lunch, Arctic Java beverages, and late night snacks.

## Hess Village

A major project to replace 72 electric hot water heaters with steam-heated units was funded and completed in FY15. In a typical year, Hess Village has roughly \$250,000 to dedicate to M&R projects or contribute to the fund balance. For more costly projects the fund balance is built up over several years, as was the case with this project. The total project cost of \$800,000 was funded by operating funds and a planned expenditure of fund balance. This resulted in a \$512,000 draw on the fund balance, leaving an ending fund balance of \$591,000. Refer to Table 3.2.

**Table 3.2 Fund Balances - Residence Life, Hess Village and Dining Services, FY15**

<b>FY15</b>	<b>Residence Life</b>	<b>Hess Village</b>	<b>Dining Services</b>	<b>Total</b>
<b>Beg Fund Balance</b>	<b>3,956.2</b>	<b>1,103.1</b>	<b>1,132.9</b>	<b>6,192.2</b>
Revenue	7,793.1	837.6	4,755.6	13,386.4
Expenditures	6,808.6	1,349.8	4,784.5	12,942.8
<b>Net Operations</b>	<b>984.5</b>	<b>(512.1)</b>	<b>(28.8)</b>	<b>443.5</b>
Transfers	270.7	-	344.2	614.9
<b>End Fund Balance</b>	<b>4,670.0</b>	<b>591.0</b>	<b>759.9</b>	<b>6,020.8</b>

## Bookstore

Bookstore revenues average near \$100,000 with limited expenditures, resulting in contributions to the fund balance near \$75,000. The bookstore auxiliary fund ended FY15 with a balance of roughly \$240,000.

In fall of 2014 Campus Bookstore Consulting (CBC) was retained to provide a review of the UAF bookstore (operated by Follett) and the CRCD bookstore (operated by CRCD). As part of the review, CBC recommended that the CRCD bookstore be integrated with the UAF bookstore to increase

operating efficiencies, reduce labor costs, and allow CRCD to focus on its core competencies as the CRCD bookstore does not generate enough revenue to support the current expense structure. Additionally CBC recommended that the newly combined bookstore reside in a single location within the Wood Center. Leadership elected to relocate the CRCD bookstore (due to the end of its lease) into the Lola Tilly facility for one year and has provided CRCD that year to develop and operate a business model that they believe will allow the store break even.

Because of this consultant's recommendation, and the opportunity provided to CRCD, a one-year contract extension was signed with Follett. It is anticipated that during this time negotiations will begin with Follett about relocating the bookstore into the Wood Center. The current extension will expire on June 30, 2016.

### Parking Services

Parking Services began FY15 with a negative \$180,000 fund balance. As a result of implementation of various actions approved as part of the management plan instituted to ensure that Parking Services is fiscally sustainable, it ended FY15 with a positive fund balance of \$310,000. This growth in the fund balance is expected to be moderated over time as parking revenues are not expected to grow at the same rate as expenditures.

Inflationary pressures on costs continue to increase expenditures for snow removal, electricity, and shuttle operations while revenue rates have remained consistent. As proposed in the business plan, actions implemented to moderate this trend included reducing staff, instituting approved revenue enhancing actions and reducing campus shuttle services.

## **RECHARGE CENTERS**

### *Refer to Appendix 3.A.2 - Recharge Operations*

There were 28 active recharge centers in FY15, of which 18 ended the year with positive fund balances and ten with negative fund balances. In sum, the overall UAF recharge center ending fund balance increased by more than \$5 million from FY14.

Design and Construction (DDC) recharge center experienced a spike in FY13 due to a surge in construction activity on the UAF Fairbanks campus that began in FY12. At that time, major projects included construction of the Life Sciences facility, the Engineering building, and the P3 housing and dining project, and numerous deferred maintenance projects funded through both state capital funds and university revenue bonds. The Life Sciences facility is now complete. Additionally, the recharge rate was adjusted downward in FY14 based on a review of activity and the accumulated fund balance. Combined Heat and Power Plant construction is expected to keep DDC activity moving on an upward trend, even though the engineering facility completion has been phased and will be further spread over time contingent upon project funding. Additionally, as the state has not provided funding for significant deferred maintenance in FY15-FY16 (and is not expected to in FY17), activity as a result of these construction activities will decline unless a new model is developed to address these needs on an incremental basis.

The Sikuliaq operations recharge service center is newly created in FY15 now that the ship is active.

Recharge centers with significant negative ending fund balances include the CEM INE ACEP Test Facility (-\$725,100), IAB Toolik Field Station (-\$222,000) and a newly created Sikuliaq Test Services

(-\$155,400). The Printing Services recharge operations ceased effective January 2015. Copy Pool services were transitioned to OIT, and achieved a positive fund balance for the first time in many years. The CEM INE ACEP Test Facility and the Sikuliaq Test recharge are relatively new ventures and may need additional time to establish a consistent revenue base for services. The AVC for Financial Services is actively working with the respective units to ensure that deficits are addressed within reasonable timeframes.

### ***C. Trend in housing capacity by building and occupancy.***

#### **HOUSING**

As of October 2015 the total number of students living on campus in the single student housing dormitory or apartment decreased by 2.8 percent compared to the previous year. It is important to note that effective FY14, MacLean House is no longer managed by Residence Life; it will not be included in Residence Life statistics in the future. One year ago, 1,381 beds were filled which included 22 students from MacLean House. Net of the 22 students, 1,359 beds were filled in 2014 and 1,321 filled in 2015, a net loss of 38 students (or 2.8 percent).

During a typical fall semester the occupancy typically starts near 100 percent, but drops off quickly as no-shows, withdrawals, and other factors reduce the number of students living on campus. As a percentage, the single student occupancy rate decreased to nearly 93 percent (compared to 95 percent from the prior year). Converting a double to a double-single reduces the as-used capacity but also allows for enhanced revenues when overall demand is down.

For family housing, there are 12 fewer units available this year due to the closure of Walsh. The majority of units unoccupied at this time are offline for facilities issues such as repairs, modifications, or other turnover requirements (i.e. maintenance, cleaning). There is a waiting list for most housing types in this group and units are generally rented as soon as available. See occupancy tables below for details.

Enrollment may decline over the next few years due in part to a smaller high school graduating class sizes, therefore future housing occupancy trends may follow.

**Table 3.4 FY00-FY15 Residence Life Single Occupancy**

UAF Residence Life												
Fall 2000 Through Fall 2015 Single Student Occupancy by Facility												
Facility	Bartlett	Lathrop	MacLean <sup>(8)</sup>	McIntosh	Moore	Nerland	Skarland	Stevens	Wickersham	Cutler	Sustain Village	Total
<b>Capacity as Built</b>	<b>322</b>	<b>132</b>	<b>25</b>	<b>98</b>	<b>322</b>	<b>97</b>	<b>143</b>	<b>101</b>	<b>96</b>	<b>242</b>		<b>1578</b>
<b>2000</b>	181 <sup>(1)</sup>	119	22	90	298 <sup>(2)</sup>	86	7 <sup>(3)</sup>	87	66 <sup>(4)</sup>	183		<b>1139</b>
<b>2001</b>	184	111	21	79	297	72	129	87	67	181		<b>1228</b>
<b>2002</b>	195	120	20	86	256	85	112	90	68	193		<b>1225</b>
<b>2003</b>	203	123	20	92	302	90	133	95	65	201		<b>1324</b>
<b>2004</b>	239	110	23	80	307	66	141	92	72	207		<b>1337</b>
<b>2005</b>	242	106	18	84	307	83	135	90	73	207		<b>1345</b>
<b>2006</b>	184 <sup>(1)</sup>	86	19	79	251	78	132	79	73	211		<b>1192</b>
<b>2007</b>	226	0 <sup>(5)</sup>	21	80	310	78	139	84	76	224		<b>1238</b>
<b>2008</b>	217	19 <sup>(5)</sup>	23	82	317	84	134	90	88	219		<b>1273</b>
<b>2009</b>	284	118 <sup>(6)</sup>	23	91	304	87	23 <sup>(6)</sup>	93	83	223		<b>1329</b>
<b>2010</b>	245	125 <sup>(6)</sup>	22	91	317	90	0 <sup>(6)</sup>	88	92	227		<b>1297</b>
<b>2011</b>	271	114	22	77	314	83	141	88	88	228		<b>1426</b>
<b>2012</b>	265	106	21	90	298	88	132	86	86	222	16	<b>1410</b>
<b>2013</b>	261	107	23	82	296	81	132	81	83	221	14	<b>1381</b>
<b>2014</b>	274	96	22	85	282	84	132	87	80	223	16	<b>1381</b>
<b>2015</b>	258	101	NA	73	297	78	129	77	79	213	16	<b>1321</b>
<b>Capacity as Used</b>	<b>280</b>	<b>111</b>	<b>NA</b>	<b>85</b>	<b>305</b>	<b>91</b>	<b>135</b>	<b>84</b>	<b>87</b>	<b>230</b>	<b>16</b>	<b>1424</b>
<b>Occupancy</b>	<b>92.1%</b>	<b>91.0%</b>	<b>NA</b>	<b>85.9%</b>	<b>97.4%</b>	<b>85.7%</b>	<b>95.6%</b>	<b>91.7%</b>	<b>90.8%</b>	<b>92.6%</b>	<b>100.0%</b>	<b>92.8%</b>
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 2006-2015 is from Occupancy Reports run annually between the dates of September 10 - September 17. 8 As of July 2013 (FY14), MacLean House is no longer managed by Residence Life. It is an independent program under CRCD, and is a sister program to Rural Student Services and Rural Alaska Honors Institute (RAHI).												

**Table 3.5 FY00-FY15 Residence Life Family and Faculty Occupancy**

	Family/Student		Faculty		Total		Occupancy Percent
	Capacity	Occupied	Capacity	Occupied	Capacity	Occupied	
<b>2000</b>	154	126	28	23	182	149	81.9%
<b>2001</b>	153	144	29	24	182	168	92.3%
<b>2002</b>	114	112	26	26	140	138	98.6%
<b>2003</b>	121	116	27	23	148	139	93.9%
<b>2004</b>	152	136	27	27	179	163	91.1%
<b>2005</b>	142	141	27	27	169	168	99.4%
<b>2006</b>	149	143	27	27	176	170	96.6%
<b>2007</b>	140	139	33	32	173	171	98.8%
<b>2008</b>	136	130	37	35	173	165	95.4%
<b>2009</b>	143	138	36	35	179	173	96.6%
<b>2010</b>	133	129	46	43	179	172	96.1%
<b>2011</b>	135	129	44	43	179	172	96.1%
<b>2012</b>	135	131	44	43	179	174	97.8%
<b>2013</b>		124		43	173	167	96.5%
<b>2014</b>		124		38	175	162	92.6%
<b>2015</b>		110		37	163	147	90.2%
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.					
	8	As of January 2015, Walsh Hall (a total of 12 (1) bedroom apartments) is off-line until Spring 2016.					
	9	Occupancy Data from 2015 was collected on September 16, 2015.					

## Section 4. Resource Reinvestment & Reallocation

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

Table 4.1 FY10-FY15 UFB by Fund Type & Allocation

FY10-15 Trends in Unreserved Fund Balance (UFB) by Fund Type and Allocation						
UFB by Fund Type	FY10	FY11	FY12	FY13	FY14	FY15
Total Unrestricted (F1)	9,998,421	7,610,123	8,682,041	8,519,642	6,523,669	6,550,230
Recharge Svc Centers (F7)	5,192,605	7,863,894	10,110,577	12,778,853	10,725,853	15,871,227
Fairbanks Leasing (FL) & Enterprise (FE)	5,809,986	7,333,850	8,006,275	5,252,453	6,733,537	5,886,972
<b>Grand Total</b>	<b>21,001,013</b>	<b>22,807,868</b>	<b>26,798,892</b>	<b>26,550,947</b>	<b>23,983,059</b>	<b>28,308,428</b>
F1 UFB by Allocation	FY10	FY11	FY12	FY13	FY14	15
Fairbanks Campus	5,439,386	4,422,360	5,429,304	4,218,168	4,252,467	2,491,610
Organized Research	3,043,878	2,530,896	1,894,077	2,191,153	751,686	3,032,791
Co-op Extension Svcs	211,605	276,903	228,932	247,890	414,241	(31,892)
Bristol Bay Campus	101,095	21,063	4,577	191,281	50,545	73,074
Chukchi Campus	358	338	16,516	40,464	1,572	123,720
Community and Technical College	249,475	2,664	47,554	343,183	234,178	100,647
Interior Campus	285,929	82,714	63,293	81,414	112,273	24,738
Kuskokwim Campus	36,283	61,349	8	65	102,317	27,588
Northwest Campus	59,979	86,984	212,266	203,357	221,129	282,645
Rural College	570,433	124,852	785,515	1,002,665	383,259	425,309
<b>Grand Total</b>	<b>9,998,421</b>	<b>7,610,123</b>	<b>8,682,041</b>	<b>8,519,642</b>	<b>6,523,669</b>	<b>6,550,230</b>

Table 4.1 represents the total UAF unreserved fund balance (UFB) managed at the campus (allocation) level from FY10-FY15, regardless of the source. Only unrestricted UFB (F1) is available for utilization by unit management. UFB by VC level is listed below in Table 4.2.

UAF's UFB principles exist as a set of guidelines for unit financial managers and encourage accuracy in reporting projections. These principles set the expectation of fiscal stewardship by maintaining a positive fiscal position and an appropriate unrestricted year-end fund balance. In FY15, as in FY14, UAF leadership allowed a flexible approach to fund balances due to the difficult fiscal situation with State funding. The target range for year-end balances on unrestricted sources is 2.0-4.0 percent, and units funded primarily with restricted sources can carry up to a 4.0 percent UFB. Projections that exceed the maximum standard UFB allowance require notification to the VCAS along with a future year plan.

UAF's institutional target is between \$4-8 million, with each unit providing input into this projection via management reports. The FY15 UFB of \$6.5 million falls within this range and represents approximately 2.0 percent of all restricted and unrestricted funding sources.

In FY15, units UFBs were not pulled centrally to cover fixed cost obligations; rather, UAF leadership committed to returning balances to the Vice Chancellor level to help cover strategic and unit priorities and to manage budget reductions in FY16. UAF leadership reserves the right to manage year end UFB tactics and update the principles as the fiscal situation dictates. As an efficiency measure, the number of required unit management reports was decreased from eight to four per year, effective FY16. Reporting accuracy expectations and thresholds remain unchanged.

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

Specifics by VC Level for FY15 UFB (F1) are identified in Table 4.2.

**Table 4.2 Fund 1 UFB by VC Level Unit - FY15**

<b>Cabinet Level Unit - UFB</b>	<b>FY15</b>
Chancellor	91,828
Provost	1,565,225
Vice Chancellor for Admin. Services	653,219
VC for University & Student Advancement	251,184
UAF Office of Information Technology	53,775
VC Rural, Community & Native Educ	548,221
Vice Chancellor for Research	1,165,260
UAF Central Managed Projects	2,221,518
<b>Grand Total</b>	<b>6,550,230</b>

The Provost's area had the largest UFB at 24 percent of the F1 total, followed by the VCR's area at 18 percent of the F1 total. These two areas house the schools, colleges and research institutes. UAF Central Managed Projects, which includes central student aid and waivers, debt service payments, utilities costs and other large institutional expenditure categories, contributed 34 percent of the total. These three areas made up 76 percent of the total UFB with all other units contributing to the remaining 24 percent.

***B. FY15 management actions and recap, including assumptions and FY15 strategic reinvestment areas.***

FY15 Planning Assumptions

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

- \$6/\$12 tuition rate increase
- 2.2 percent compensation increase (approx. \$5.1 million)
- Flat to slightly declining enrollment (-3 percent)
- Flat to a -5 percent decrease in Federal funding (proportional \$450,000 ICR shortfall)
- Debt service increases
- \$750,000 utilities increase (reduced from \$1.5 million)
- Staff benefit savings (one-time) of \$2.7 million
- Legislative reductions for administrative travel \$520,000 and \$7.5 million general fund
- FY15 budget gap estimated at \$13.9 million considering all legislative reductions, internal commitments and funding offsets

FY15 Strategic Reinvestments

*Refer to Appendix 4.B.1 - FY15 Strategic Investment Allocations - VCAS Pitney Memo September 17, 2014*

In FY15 strategic reinvestment funds totaled approximately \$2.78 million, with focus on investments in institutional growth opportunities and other areas of strategic importance. Some items are one-time distributions while others are base allocations. One-time only investments include: match pool research equipment, Arctic initiatives, library e-journals, interdisciplinary graduate programs and the CTC hangar payment. Base funding investments include: eLearning/Math & TA support, SFOS bridge funding for ocean acidification faculty, the SOM online BBA/MBA and Masters of Emergency Management, Ph.D. Psychology program, and RV Sikuliaq.

## **FY15 BUDGET OPTIONS GROUP & PLANNING AND BUDGET COMMITTEE (PBC) PROCESS**

*Refer to Appendix 4.B.2 - Planning to Address FY15 Budget Challenges - Chancellor Memo  
December 20, 2013*

*Refer to Appendix 4.B.3 - FY15 Budget Actions - Chancellor Memo June 30, 2014*

*Refer to Appendix 4.B.4 - PBC Summary Listing of Budget Actions*

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

As a result of anticipated budget shortfall, Chancellor Rogers appointed a Budget Options Group to identify and assess both budget reduction and revenue enhancement options. The group analyzed a range of budget ideas submitted from a variety of sources and forwarded the list to the UAF Planning & Budget Committee (PBC) for consideration. In March 2014, the PBC agreed to guiding principles and a decisions process. The PBC added about 20 additional reduction items to the initial list, rated the reduction/efficiency options and passed ratings to the Chancellor's Cabinet in May 2014. Chancellor's Cabinet, with broad input from UAF leadership and the Fairbanks community produced a list of budget actions for implementation in FY15 and FY16+.

The full PBC report is posted online: <http://www.uaf.edu/files/finserv/omb/PBC-Report---Cabinet-Decisions---June2014---WEB-VERSION.pdf>

## **FY15 LEGISLATIVE OUTCOMES**

### FY15 Legislative Reductions

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

- Unallocated UAF General Fund (GF) reduction: \$7,500.0
- UAF administrative travel reduction: \$517.2
- UAF paid utility increases not covered by the fuel trigger: approximately \$1,000.0

### FY15 Funded Initiatives

UA received some fixed cost increases to address 50 percent of compensation obligations, and facilities maintenance and repair (M&R). M&R in FY15 is one-time only funding.

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



- Mandatory Comprehensive Student Advising (CRCD) - one-time only funding: \$197.0
- Hydrocarbon Optimization (ACEP) - one-time only funding: \$500.0

UAF was funded in the following capital facility areas in FY15 (\$ GF/\$ Receipt Authority (RA)):

- Engineering Building: \$5,000.0/\$5,000.0
- Combined Heat & Power (CHP) Plant: \$162,000.0/\$70,000.0
- Public/Private Partnership (P3) Housing Development (RA only): \$1,500.0

***C. FY16 outlook and management actions in progress, including assumptions and FY16 strategic reinvestment areas.***

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

*Refer to Appendix 4.C.2 - FY16 Budget Reduction Scenarios Gamble Memo to Governor January 12, 2015*

*Refer to Appendix 4.C.3 - FY16 Updated Budget Chancellor Memo January 13, 2015*

*Refer to Appendix 4.C.4 - FY16 State of Alaska and UAF Budget Update Chancellor Memo June 3, 2015*

*Refer to Appendix 4.C.5 - FY16 Budget Update and Reduction Outcomes Chancellor Memo July 29, 2015*

**Reductions by VC Level FY14-FY16**

Recognizing that not all options would produce substantial savings immediately in FY15, and further cuts would be applied in FY16, UAF implemented a combination of variable reductions (applicable at the Vice Chancellor level) in addition to vertical/targeted reductions. This allowed UAF leadership to achieve the necessary targets in FY15 while working on longer-term items that may take more time to produce savings.

Refer to Table 4.3 for a summary of FY14-FY16 reductions by Vice Chancellor level. It is important to note, reductions are not solely across-the-board (ATB) in an effort to preserve core mission and program areas at UAF. Over the past three years, administrative and service areas have shouldered a higher degree of reductions where possible.

For FY17, this model may be more difficult to sustain as these areas cannot be so thin they are unable to support the UAF units with business processing and research administration. This is expected to be an area of discussion in FY17 to achieve a sustainable balance in reductions across the UAF campus.

**Table 4.3 FY14-FY16 Variable Reductions by VC Level**

	Annual Reductions, %*			Impact
Vice Chancellor	FY14	FY15	FY16	FY14-16 Total
Chancellor	1.5-2.0%	6.0%	17.3%	\$ 1,083,000
VCAS **	1.5-2.5%	6.0%	13.5%	\$ 7,100,000
OIT	1.0-1.5%	6.0%	13.2%	\$ 764,000
Provost	0.5-0.75%	3.0-5.0%	11.4%	\$ 10,775,000
VC Research	0.75-1.5%	4.0-5.0%	13.3%	\$ 3,166,000
VC USA	1.0-2.0%	5.0%	13.8%	\$ 2,816,000
VCRCNE	0.5-1.0%	5.0%	11.7%	\$ 3,650,000
TOTAL				\$ 29,354,000
*All annual reductions are expressed as a % of GF revenue, however in FY16 reductions were applied as follows: state funding reductions varying between 5 to 12 percent (lower percentage reductions assigned to academic, outreach and research units); and a 3.26 percent across-the-board reduction against all Fund 1 revenue.				
** VCAS % reductions primarily include Administrative Services departments and Facilities Services; Central Managed Accounts are included in this category, and have been reduced to a lesser percentage as they include fixed expenses (e.g. debt service, utilities).				

These VC level reductions listed above are not equivalent to the total UAF budget impact. The figure listed above represents the amount pulled centrally each year to cover institutional fixed costs between FY14-FY16. In addition to these pullbacks, units have also been asked to cover roughly another \$12.7 million in unit-level increases over this time period.

That gap in FY14 was \$8.5 million. In FY15, the shortfall increased to \$14 million. In FY16, UAF is managing a gap of \$20 million for a total of over \$42 million in shortfalls over the past three years with additional reductions expected in FY17-FY18.

## SPECIAL ACADEMIC PROGRAM REVIEWS

*Refer to Appendix 4.D.1 - Academic Program Review Announcement Procedure Provost Henrichs  
Memo April 15, 2015*

*Refer to Appendix 4.D.2 - Results of Special Program Review Chancellor Rogers and Provost  
Henrichs Memo April 22, 2015*

*Refer to Appendix 4.D.3 - Results of Special Program Review - Final Cabinet Decisions*

In addition to reductions by VC level, the Provost and her committee completed a special review of academic programs, aiming to identify another \$1.0-3.0 million in reductions over time. All academic programs are reviewed every five years; however, the special review was based on specific criteria, so not all programs were reviewed. A few low-enrollment graduate programs were excluded based on levels of external research funding, and a few grant-funded certificate and low-cost programs were also excluded.

Approximately 47 programs were reviewed under these criteria:

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

## SPECIAL NON-ACADEMIC PROGRAM REVIEWS

*Refer to Appendix 4.D.4 - Non-Academic Special Program Review Outcomes - Summary List*

In addition to these academic reviews, the PBC recommended special program reviews for a number of non-academic programs and service areas. Committees were formed for each subject area to review the operational and/or financial models for the following programs in an effort to find efficiencies and additional cost savings:

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

Each committee produced a report with recommendations to achieve consolidations and/or savings. Broad-based reviews were also conducted within Administrative Services, University and Student Advancement, and within the Research areas in alignment with BOR Policy and Regulation.

Information and reports for the following reviews can be found on the OMB website:

<http://www.uaf.edu/finserv/omb/uaf-program-reviews/>.

## FY16 SHORTFALL PLANNING ACTIONS

*Refer to Appendix 4.E.1 - UAF Program and Service Impacts as a Result of FY16 Budget Reductions*

In FY16, the UA System total reduction in state funding is \$31.4 million, excluding one-time funding for compensation increases. UAF shouldered a \$13.1 million portion of this UA reduction. When combined with other UAF-specific fixed costs, debt service requirements, and compensation increases that must be maintained in future years, UAF impact is \$20 million in FY16.

UAF-wide, spending reductions in FY16 will amount to approximately 11 percent of UAF's state revenue and more than 7 percent of all unrestricted funds. UAF has enlisted a variety of strategies to reduce spending, including: leadership furloughs, variable pullbacks by VC level and budget reductions implemented by each Vice Chancellor and unit leadership. UAF leadership has worked closely with deans/directors and budget/special review committees to allow for those closest to the programs and services to assist in making strategic decisions with respect to changes.

### FY16 Administrative Leadership Furloughs

President Gamble and the three Chancellors agreed it would be prudent to implement furlough days for administrative leadership across the UA System. Officers, senior administrators and non-represented academic leaders have been directed to take ten, seven and five furlough days, respectively within FY16. Furloughs are a one-time cost savings measure and are not intended to be a mechanism to sustain budgetary reductions if conditions persist. These furlough actions produced approximately \$0.6 million in cost savings.

## FY16 Strategic Reinvestments

*Refer to Appendix 4.C.6 - FY16 Strategic Reinvestment Allocations AVC Kurapati Memo July 22, 2015*

Even in times of decline, UAF is committed to reinvestment in strategic areas of importance. In FY16 strategic reinvestment funds totaled nearly \$1.1 million with focus on prior internal commitments, institutional growth opportunities and other areas of strategic priority. These investments include: the R/V Sikuliaq, a Title IX Compliance Officer and related support, the Vet Med program and Arctic Initiatives.

## **FY16 LEGISLATIVE OUTCOMES**

### FY16 Legislative Reductions

As noted above, UA received a total reduction of \$31.4 million in unallocated general fund. UAF received a reduction proportional to its share of the total UA unallocated general fund budget in FY16 totaling \$13.1 million. This does not account for the loss of the utilities trigger funding (approximately \$4.0 million) which in effect, adds to the fixed cost obligations UAF must cover. In addition, 50 percent of the UA FY16 compensation increases were funded on a one-time basis. If this obligation is not backfilled with base funds next fiscal year, this will function as an additional reduction in the UAF planning scenarios for FY17 and will compound the budget gap.

### FY16 Funded Initiatives

UA received some fixed cost increases to address 50 percent of compensation obligations (one-time), and facilities maintenance and repair (M&R).

UAF was funded via the State of Alaska in the following program areas in FY16:

- Comprehensive Student Advising (BBC & KuC): \$218.5
- Support Core Infrastructure for Unmanned Aircraft Systems FAA Project (ACUASI): \$1,862.3

## ***D. FY17 approved budget requests, outlook and management actions in progress.***

## **FY17 BOR APPROVED REQUESTS**

UAF's budget request for FY17 is lean and maintains a focus on Shaping Alaska's Future themes. UAF's high demand program request represents a less than 1.0 percent increase over the FY16 total authorized budget. Many of the request items were either partially funded in years past or have resubmitted because of significance to the institution. UAF is however, prepared to be aggressive in order to garner new funding in areas of strategic importance or where investments will have a large impact to the UAF community.

### High Demand Program Requests - Operating Budget

- Course Redesign for Large Enrollment/Entry-Level Classes: \$100.0
- Complete the 2+2 Alaska Veterinary Medicine Program with CSU: \$200.0/\$241.0
- Chemical Engineering Degree Demand to Support Alaska LNG/Oil/Gas Refining Industries: \$400.0/\$450.0
- UAF Community Campus and Tribal College Partnerships: \$200.0

- Understanding the Impact of Ocean Conditions on Commercial Fisheries: \$227.0/\$400.0
- Energy Partnerships for Alaska's Future (ACEP): \$250.0/\$2,000.0

#### Fixed Costs and Regulatory Mandates - Operating Budget

- FY17 UAF Compensation (2.5% for UAF employees): \$6,500.1/\$6,500.1
- UA Utilities (incl. UAF Pure Drinking Water \$500.0): \$1,750.0/\$1,250.0
- Utility Replacement Funding - Loss of Trigger Mechanism: \$4,015.0
- Engineering Building O&M (based on partial completion as percent of TPC): \$1,400.0
- Facility M&R \$1,258.0/\$1,258.0
- UAF Title IX Compliance (regulatory mandate): \$205.0
- Disability Support Coordinator (regulatory mandate): \$150.0
- Compliance Officer-Research Integrity (regulatory mandate): \$125.0/\$125.0

#### Critical Infrastructure and Capital Facilities - Capital Budget

- Engineering Building Completion: \$34,800.0/\$5,000.0
- UA Deferred Maintenance: \$50,000.0 (UAF portion is approx. \$31,000.0)

### **FY17 SHORTFALL PLANNING ACTIONS**

The State of Alaska Office of Management and Budget (OMB) provided budget development guidance emphasizing preparation for continued reduction scenarios. Initial reduction targets are roughly 4.5 percent of the GF budget; however, as it is very early in the process, this is expected to change between December 2015, pending the release of the Governor's budget, and April 2016, throughout the Legislative session.

### **FY17 PLANNING AND BUDGET COMMITTEE (PBC) PROCESS**

*Refer to Appendix 4.F.1 - FY17 Budget Planning Guidance - Chancellor Memo November 2015*

UAF FY17 initial projections for the impending budget gap are \$26 million, higher than past years, due to the uncertainty of funding availability for UA fixed costs including compensation and benefit increases. Planning scenarios will be adjusted accordingly as discussions progress.

The planning process for FY17 is as follows:

- The Provost/Vice Chancellors will develop proposed budgets for FY17 in consultation with unit leaders
- These budgets will be submitted to the PBC in January 2016
- The PBC will assess proposals and their effects on UAF as a whole, and make recommendations to the Chancellor's Cabinet in March 2016
- The Chancellor and leadership teams will work from April-June to make decisions for implementation in FY17

UAF may take a more varied approach to the types of cuts made, opting for both strategic vertical cuts and across-the-board reductions. UAF is currently working to develop plans to allow sufficient time to act prior to the beginning of the new fiscal year in July.

## **FISCAL OUTLOOK: FY17-FY18+**

If this declining budget climate persists, reductions of this level will require UAF to strategically consider how it will best meet Alaska's needs in the future with a smaller base budget and consolidated workforce. UAF will be a smaller institution in the coming years and must continue to balance required cuts with sustaining the core mission and offering quality programs and services to the benefit of Alaskans. 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*

*(Fairbanks campus: projects over \$1,000,000; community campus: projects over \$250,000)*

As of August 2015, UAF construction in progress totaled \$569 million in total cost estimates, and of that total, \$268 million has been expended or encumbered (47 percent). The Combined Heat & Power Plant (CHP) Replacement project accounts for almost half of the total (\$248 million or 44 percent) and construction has commenced. The next most significant project is the Engineering Building at a revised total project cost of \$121.6 million.

It is important to note that construction in progress dollar amounts represent a total amount authorized to complete a project, and not an indication of approved funding. Some projects, such as CHP, have complete authorized funding plans, while other projects are not fully funded, e.g. construction on the Engineering Building has demobilized due to lack of funding. Additionally, some project timetables exist at different phases: scoping, design, planning, in progress or preparing for close-out.

As the FY16 budget has been reduced at the state level and FY17 will likely have more severe cuts, several of the current plans listed below may be adjusted as funding strategies become known.

The projects described in more detail below consist of the top five most significant, high priority and high-dollar projects. These projects are subject to change if other critical facility needs arise.

#### Combined Heat & Power Plant (CHP) Major Upgrade Project

Project Status: In progress

Funding Status: Authorized funding plan approved

Milestone Target: Fully operational in late 2018

In FY14, UAF received approval to move forward with construction of the new CHP to replace the current/aging facility. In FY15, the \$245 million total funding plan was approved by the State Legislature and the project was rescoped to fit within available funding. The primary scope changes include changing from two smaller boilers to a single larger boiler, deleting the new administration wing, deleting the parts storage warehouse, deferring utilidor construction and relocating the coal unloading facility to the north side of the new plant. Construction activities began in July 2015 with completion and testing to occur in Spring 2018. The new plant is expected to be fully operational in late 2018.

See Section C for discussion of the financing package.

#### UAF Engineering Facility

Project Status: In progress; demobilized in September 2015 due to lack of funding

Funding Status: \$34.8 million unfunded (BOR approved FY17 budget request)

Milestone Target: Building opening in spring 2018 (contingent on FY17 funding outcome)

Construction of the Engineering building began in Spring 2013 and was initially scheduled for completion by the beginning of the Fall 2015 semester. As the budget request was not funded in

FY16, the project was demobilized in September 2015. Delayed funding means the opening of the building is postponed until at least Spring semester 2018 (40 months beyond the original date). The remaining \$34.8 million is requested by the BOR to finish the facility in FY17 and is UAF's top capital priority. If not fully funded by the legislature in FY17, UAF may request funding for cost increases in the future, as a result of construction delays. Additionally, UAF is committed to fund-raising \$6.5 million for research labs, offices, and support space to house the Alaska Center for Energy and Power (ACEP) on the 4<sup>th</sup> floor of the Engineering facility. Refer to Table 5.1 below.

**Table 5.1 UAF Engineering Building - Total Project Costs and Funding Sources**

<b>UAF Engineering Building - Total Project Costs and Funding Sources</b>			
<b>Funding Title</b>	<b>Original Amount</b>	<b>Revised Amount</b>	<b>Note</b>
FY11 Capital appropriation	\$ 4,000,000	\$ 4,000,000	
FY12 Capital Appropriation	\$ -	\$ -	
FY13 Capital Appropriation	\$ 46,300,000	\$ 46,300,000	
FY14 Capital Appropriation	\$ 15,000,000	\$ 15,000,000	
FY15 Capital Appropriation	\$ 5,000,000	\$ 5,000,000	
FY16 Capital Appropriation	\$ 28,300,000	\$ -	(1)
FY17 Capital Budget Request		\$ 34,800,000	(2)
UA Revenue Bonds	\$ 10,000,000	\$ 10,000,000	
UA Non-General ACEP Funding		\$ 1,000,000	
UA Non-General Future Fundraising		\$ 5,500,000	
<b>Grand Total</b>	<b>\$ 108,600,000</b>	<b>\$ 121,600,000</b>	
(1) The FY16 Capital Request of \$31.3 million was not funded. Estimated Total Project Costs as of that date was \$118.1 million.			
(2) The FY17 Capital Request represents an increase of \$3.5 million due to funding delays. This updated amount will be presented to the BOR in 2016, assuming FY17 funding is approved.			

### Critical Electrical Distribution Renewal Project

Project Status: In progress

Funding Status: \$6.5 million required to complete

The third most significant project on the list is the multi-year Critical Electrical Distribution Renewal project at a total project cost of \$48.6 million. The main objectives of this project include replacing failing equipment and increasing campus distribution voltage to modern standards. UAF's aged electrical distribution system is nearing half a century of use. The phased construction schedule focused first on those areas that have a high potential for failure, and also provided additional electrical capacity for future growth. Ultimately, this project provides the UAF campus community with safe, reliable, and efficient power. While the majority of this project is complete and available funding mostly expended, there is still an unfunded balance of \$6.5 million necessary to achieve these goals.

### West Ridge Deferred Maintenance

Project Status: Design stage

Funding Status: \$450,000 funded for design



Another significant project is West Ridge deferred maintenance. This project will include a strategy on how to effectively and efficiently address deferred maintenance and functional obsolescence in nearly 500,000 gsf of aged facilities located on the West Ridge of the UAF campus. A renovations program is in progress to ensure the University addresses the needs of the buildings in a timely manner and in such a way as to enhance the space for the existing programs.

Completed to date are the relocation of the Irving 1 animal quarters into the basements of the BiRD and Virology Buildings, the renovation of the North portion of Irving 1 to accommodate the addition of the Veterinary Medicine program to UAF, the demolition of obsolete exterior duck pens, and the relocation of the Alaska Satellite Facility and Arctic Region Supercomputing Center to WRRB and Butrovich, respectively. Future short-term plans include 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. Long-range plans include addressing the backlog of maintenance and code correction items in Elvey and O'Neill, and the construction of a new lab building. The Elvey exterior building shell may need additional focus in the short to mid-term, depending on the deteriorating condition. Options for funding this critical need are currently under review.

#### CTC Fire and Emergency Services Training and Education Facility

Project Status: Design stage

Funding Status: \$400,000 funded for design

Capital Improvement Plan Timeline: Short-term, FY18-FY19

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

In Phase 2, a proposed CTC Emergency Services Training, Education, and Emergency Management Facility will provide space to meet the current demand and future growth of the emergency services programs in addition to support space for the UAF Police Department.

#### ***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 4.3 percent of total UAF square footage, totaling 157 thousand of the campus' 3.6 million square feet of owned space. Annual lease payments total roughly \$2 million, with \$1.2 million expended for leases in the Fairbanks area (approximately 59 percent). However, as UAF continues to actively work toward reducing its leased space, this figure will reduce by roughly \$290,000 in FY16 as the Bowers Building lease is terminated.

Significant leases within the Fairbanks area include \$341,000 for the CTC Hutchison Institute of Technology, and \$182,000 for the CTC Process Technology & Environmental Safety programs at the Fairbanks Pipeline Training Center. The Fairbanks Pipeline Training Center lease is partially paid for with Technical Vocational Education Funds (TVEP) funds. The largest single lease outside the Fairbanks area is the \$266,000 paid annually for the Cooperative Extension Service (CES) Kaloa Building in Anchorage. This lease is paid from restricted and matching funds.

It is UAF's goal to reduce off-campus leases and bring programs and departments into University-owned space, where possible. It is important to note that some lease costs are paid from restricted or other sources; estimated savings noted below are from unrestricted sources only.

**During FY14, UAF was able to terminate the following leases which resulted in cost savings during FY15, a combined estimated total of \$486,000:**

- Denali Building which caused relocations of the Scenarios Network for Alaska Planning (SNAP) and Office of Intellectual Property & Commercialization (OIPC) to University-owned space on the Fairbanks campus. - *Estimated FY15 savings: \$205,000*
- Wells Fargo which caused relocations of Marketing and Communications to the Eielson Building, Alaska Sea Grant to the Gruening Building, and UA Press' move to the University-owned building on Westwood Way. - *Estimated FY15 savings: \$234,000*
- CES Scenic View lease in Palmer which caused CES to move into University-owned space located at Palmer Farm. - *Estimated FY15 savings: \$47,000*

**During FY15, UAF was able to terminate the following leases which will result in cost savings in FY16, a combined estimated total of \$206,000, contingent upon renovations:**

- eLearning and Distance Education moved from the Bowers Building to Bunnell Building on the UAF main campus. - *Estimated FY16 savings: \$194,000 (dependent on renovation costs)*
- City of Galena Learning Center terminated June 30, 2015 (three months earlier than the original termination date of September 30, 2015). - *Estimated FY16 savings: \$12,000*

**During FY15, UAF was able to renegotiate active leases to reduce the square footage and annual lease costs, a combined estimated total of \$42,000:**

- The Dillingham Nanvaq Business Center lease in Dillingham was renegotiated to reduce square footage by 1,000 square feet which results in reduced annual lease costs. *Estimated FY16 savings: \$23,000*
- The CRCD Carlton Trust Building lease in Anchorage was renegotiated to reduce square footage by over 2,000 square feet which results in reduced annual lease costs. *Estimated FY16 savings: \$19,000*

During the first quarter of FY16, UAF was able to terminate the following lease, resulting in \$72,000 in estimated savings, contingent upon renovations:

- CRCD staff and CRCD bookstore operations moved out of the Bowers Building and into Lola Tilly Commons. - *Estimated FY16 savings: \$72,000 (dependent on renovation costs)*

Although overall, the number of off-campus leases are reduced, UAF anticipates slight increases for remaining off-campus leases as those leases are renewed primarily to compensate for annual CPI increases. Additionally, bringing departments to University-owned space often requires renovation and reconfiguration costs depending on location, size, and department needs.

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

UAF-owned space leased to third parties totals \$642,000 in annual lease revenues. Most of these revenues are due to that National Weather Service which leases space in the Syun-Ichi Akasofu Building, totaling \$314,000 annually.

### **C. UAF Debt Service**

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

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

#### Anticipated Debt

The CHP construction is moving forward. Of the estimated \$245 million financing package UAF received in the FY15 legislative session, \$157.5 million is via debt-financing.

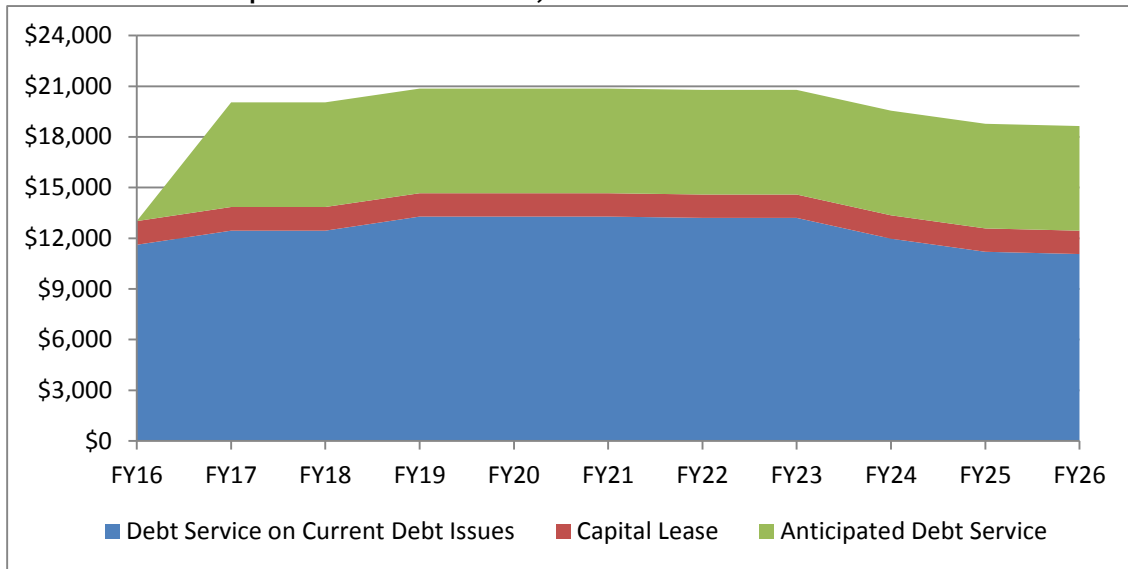
The total \$245 million financing package includes:

- \$74.5 million in state capital funding;
- \$87.5 million authorization for UA to borrow from the state Municipal Bond Bank (MBB);
- Authorization for UA to sell \$70 million in UA revenue bonds; and
- \$13 million to be paid in FY15 and FY16 from a \$7 million annual operating budget increment.

In FY17, the \$7 million operating budget increment will be dedicated to debt payments on the MBB bonds. A majority of the UA revenue bond debt service costs will be covered by the \$4.2 million estimated annual energy savings expected for the new plant and by a new student facility surcharge, generating no more than \$2 million in annual revenue. The facility surcharge is a \$2 per credit UA Facilities Fee that was imposed beginning in Spring 2015. In Fall 2015 this fee will increase to \$4 per credit, and in Spring 2016 the fee will increase to \$6 per credit. While at UAF this fee revenue will go to partially offset construction debt, at UAA and UAS, fee revenues will be used for capital reinvestment.

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

**Graph 5.1 UAF Debt Issues, Leases and Other Debt Service**



### Long-Term Capital Leases

The construction of UAF's new dining facility was completed in late summer 2014 and opened for operations for fall semester 2014 (FY15). The project was financed through a public-private partnership (P3). UAF's financial obligation on this facility is limited to a 30-year lease agreement, after which time UAF will own the building. Lease payments began in FY15 and are approximately \$1.4 million annually.

### ***D. FY17 Capital Snapshot***

State capital appropriations over the last several years have fallen well short of UA needs, therefore university funding requests submitted for consideration in the FY17 Capital Budget and the FY17-26 Capital Improvement Plan will continue to be filtered and prioritized with special emphasis on major facilities, R&R and deferred maintenance.

UAF's FY17 capital priorities are completion of the Engineering Building (\$34.8 GF and \$5.0 million NGF) and deferred maintenance.

### Deferred Maintenance (DM)

UA has requested \$50 million for FY17 to fund deferred maintenance and R&R work. UAF is typically distributed a percentage of the UA System DM funds based on a formula using the adjusted value of UAF facilities multiplied by the weighted average age of these facilities. 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 celebrating its centennial anniversary (2015-2017), the aging facility needs are the highest in the UA System.

During the past ten years, UA DM funding has historically been well below the calculated annual need of nearly \$50 million. UAF did not receive a DM distribution in FY15 because the legislature funded CHP as a high priority item. In FY16, UA was funded \$3 million for DM in total, with UAF receiving the majority of the total.

Due to challenges in recent years in securing DM funding, UAF may seek to package these requests in new ways, or explore other funding models.

## Future Capital Items (FY18-FY26)

### New Starts/Continuation, Land, Property and Facilities Acquisitions

- University Fire Department and Emergency Services & Management: Facility Replacement/Community & Technical College (CTC) Emergency Services Training Center
- Troth Yeddha/Alaska Native Studies Building
- Kuskokwim Campus Consortium Learning Center
- Chukchi Campus Consortium Learning Center
- West Ridge Research Building #2
- Public/Private Partnership (P3) Campus Housing Project
- Core Campus Parking Garage
- Northwest Campus Realignment

### Research for Alaska & Cultural Preservation

- Rapid Warning Development: Earthquake & Tsunami Safety (Earthscope)
- Critical Mineral Resources Research Center
- Revitalizing Alaska Native Languages

### Academic Equipment

- Classroom Instructional and eLearning Technology

## **SPACE MANAGEMENT**

### Asset Management with intelligence (AiM)

The use of AiM for Facilities Services continues to develop and grow. In FY15, additional functionality and modules within AiM were expanded.

- Shops within the physical plant are now utilizing the electronic time keeping functionality within AiM. Shop employees can enter time using a desktop computer or via a mobile version of AiM called iDesk. This has greatly reduced the amount of paperwork and has removed the work management team from entering time sheets into AiM. Shop employees can also enter notes directly into AiM when entering their time. *Note: this is for tracking purposes only; shop employees still complete time entry in UA Online for pay purposes.*
- AiM iDesk was used for the second time in FY15 during the annual inventory (cycle count) activities. The use of iDesk reduced the amount of employee overtime by 68 percent from previous years and reduced the cost of overtime during inventory activities by 75 percent.
- Testing and implementation of the AiM Energy Management (EMS) module began in February with anticipated full implementation to occur prior to the end of 2015. EMS helps to effectively manage utility bills, meters and customer invoicing. It will also allow for billing completion through the electronic automatic billing feed to Banner and will eliminate the need for journal vouchers, which is a major efficiency improvement in this process.
- Facilities Services is in the process of rolling out AiM 8.0, the latest release of AiM. This release focuses on end user experience, making it easier to navigate and input information into the system. Anticipated roll-out is prior to the end of 2015.
- Facilities Services is currently working with Statewide Budget and Planning to utilize AiM for entering and tracking Capital Budget Requests. AiM training has been completed and testing is now underway to determine the best process for utilizing the functionality.

## Space Utilization Project

In FY14, UAF hired a consultant, Paulien & Associates, to review space in order to gain a better understanding of how UAF uses space/capacity and how it can be used more effectively to meet institutional objectives. This study is nearly complete and the analysis indicates as a whole the campus is right-sized; however, there are overages for some specific space types and shortages for others. Some space capacity issues are a result of differences in today's space standards versus space standards in place when UAF's facilities were constructed. Paulien recommends addressing these types of issues during renovations as the most cost effective and least disruptive to programs.

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

## Section 6. Employee Trends & Process Improvement

### A. Employee and Position Trends

#### ADMINISTRATIVE & SUPPORT (A/S) REVIEW

Refer to Appendix 6.A.1 - Administrative & Support Staffing Changes: Spring 2014-Spring 2015

Refer to Appendix 6.A.2 -Employee Change/Snapshot: Spring and Fall 2013-2015

#### Spring 2008-2015 A/S Update - Annual Snapshot & Trends

The recent budget climate has resulted in significant changes to UAF positions. Changes in regular employee full time equivalent (FTE) positions from Spring 2014 to Spring 2015 show the impact of budget reductions across the university; total UAF FTEs decreased by 4.8 percent (103.5 FTE). The magnitude of the cuts in FY15, coupled with a more challenging state budget expected for FY16-17, will inevitably require a further reduction in the UAF workforce.

This report does not include vacant positions.

**Table 6.1. UAF Employee Changes by Job Group, Spring 2013-2015**

Job Group	FTE			2013 to 2015		2014 to 2015	
	Spring 2013	Spring 2014	Spring 2015	Percent Change	FTE Change	Percent Change	FTE Change
FACULTY, RESEARCH & OUTREACH	914.5	912.9	881.2	-3.6%	(33.3)	-3.5%	(31.7)
PROGRAM	245.3	259.5	230.1	-6.2%	(15.3)	-11.3%	(29.4)
STUDENT SVCS & COMMUNICATIONS	173.7	171.7	165.7	-4.6%	(8.0)	-3.5%	(6.0)
TRADITIONAL ADMIN	822.8	812.8	776.5	-5.6%	(46.3)	-4.5%	(36.3)
<b>Grand Total UAF</b>	<b>2156.3</b>	<b>2157.0</b>	<b>2053.5</b>	<b>-4.8%</b>	<b>(102.8)</b>	<b>-4.8%</b>	<b>(103.5)</b>

- Changes in FTE from 2008-2015 reflect a pattern of investment in priority areas, a shrinking administrative base, and a maintenance of high quality services.
- The greatest numbers of FTE were reduced in areas under the Provost (-37.7 FTE), the Vice Chancellor for Administrative Services (-23.7 FTE), and the Vice Chancellor for Research (-19.4 FTE); the Office of Information Technology had the greatest proportional reduction (-12.2 percent, or 5.4 FTE) after a brief period of increases due to filled vacancies.
- UAF typically has an annual position churn of 11 percent, approximately 300 positions. This includes existing employees taking on new roles (approx. 65 percent) as well as filled positions from external hires (approx. 35 percent). Although UAF continued to employ 90-day vacancy holds and vacancy management tactics in FY15, vacant positions do not necessarily impact the number of FTEs employed based on the timing of the annual data snapshot, unless positions are reduced.
- As budgets continue to tighten, UAF must prioritize resources to strengthen efforts that directly support its mission. Shared service models are being used increasingly to continue providing high quality services while focusing departmental resources on essential efforts.
- Despite reductions in Federal funding and student credit hours, UAF has preserved capacity in the mission-centric areas of faculty, research and outreach, and maintained student services, communications and development, by reducing a greater proportion of traditional administrative and support staff.

- Traditional administrative and support staff have decreased by 89.7 FTE (10.4 percent) since the 2008 snapshot. The decline is primarily a result of organizational/program changes and attrition.
- From Spring 2014-2015, UAF reduced FTEs in the faculty, research, and outreach category by 3.5 percent (31.7 FTE). Reductions in these areas impact UAF's ability to serve its mission as well as the ability to generate revenue, compounding the budget reduction.
- Program FTEs are declining, due to a continued trend of reduced sponsored projects (grant and contracts awards/support). The Program FTE category includes staff on auxiliary or restricted funds, or on instructional, research, museum, library, athletics or public service program codes.
- Traditional administration and support FTEs have been continuously reduced since 2008. Reductions in this area will need to be strategic in the future so as not to dismantle mission critical functions. Decreases in traditional admin compared to faculty, research, and outreach are generally proportional (with larger reductions on the administrative side), as traditional admin operates in a support capacity to those functions.
- From Spring 2014-2015, UAF reduced FTEs in student services, communications, and development areas. These groups have seen targeted investments in recent years. Reductions in these areas impact UAF's ability to generate revenue, enroll and advise students and communicate consistently and broadly from a UAF perspective.
- The magnitude of the cuts in FY16 and beyond will inevitably require a further reduction in the UAF workforce.

## HEADCOUNT TRENDS

Note: UA in Review reports Fall figures. Spring figures are typically higher than Fall.

**Table 6.2. UAF Headcount Change by Employment Type Spring 2013 - Spring 2015**

Employment Type	Headcount			2013 to 2015		2014 to 2015	
	Fall 2013	Fall 2014	Fall 2015	Percent Change	Headcount Change	Percent Change	Headcount Change
Regular	2,192	2,137	2,037	-7.1%	(155)	-4.7%	(100)
Temporary Staff, Adjuncts & Students	1,941	1,836	1,735	-10.6%	(206)	-5.5%	(101)
<b>Total UAF</b>	<b>4,133</b>	<b>3,973</b>	<b>3,772</b>	<b>-8.7%</b>	<b>(361)</b>	<b>-5.1%</b>	<b>(201)</b>

- All employee categories experienced a decrease for three consecutive annual periods.
- Regular and Term Regular employee headcounts have decreased by just over 5 percent per year for the last three years, over 100 employees. These types of positions generally create the largest savings because these include benefited (staff and leave benefits) employees.
- Temporary staff, adjuncts and students decreased by approximately 2 percent each year for three years. This category of employee typically results in less significant savings since these are not benefited employees. However, decreases in this group may result in savings that can be realized more quickly, since ceasing contract renewals is a relatively prompt/immediate action.
- Regular employees may be able to voluntarily reduce contract lengths (i.e. 12 months to 11 months) and could be something to measure moving forward. If headcount numbers do not decrease significantly in future years as we might expect, salary savings may exist as a result of contract reductions.



## VACANCY MANAGEMENT & AUTHORIZED POSITIONS

*See Appendix 6.D.1 - UAF Authorized Positions FY10-FY16*

UAF continued a position/vacancy management process in FY15, with modifications from FY14. Rather than accruing savings centrally, units were allowed to maintain salary savings related to vacancies with the caveat that no position will be required to have a vacancy hold applied more than once per year. 90-day holds were reduced to 45-days in situations where departments were able to hire an employee from the UAF layoff or term employee pools. Vacancy savings created via these hold procedures typically generate \$2.0 million annually that can be managed strategically within the institution on a one-time basis.

The Office of Finance and Accounting (OFA) tracks position status in the following categories: filled, in recruitment status, vacant/hold unfilled for a period of time (as defined), or in reserve. This process allows for consistent standards in the budgeting, expenditure, recruitment, and reservation of positions across the system.

OFA additionally tracks the overall UAF Position Control Number (PCN) count that is managed in conjunction with the UA System Office and State of Alaska. These are also known as “authorized positions”. As of June 2015, UAF's total filled PCN count is 2048 and those in difference stages of vacancy total 371. Since the authorized position budgets, which are loaded as part of the Continuation Budget process on July 1<sup>st</sup> of every year, are the basis for UA's annual position increase from the State of Alaska, standard and accurate management of these positions is crucial.

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

In early October 2014, university budget offices agreed that a reserved position level of 6-8 percent of total authorized positions is the preferred level to maintain across the institution. Due to reduced general fund from the state in FY15, UA leadership felt it prudent to return additional authorized PCNs in recognition of this reduced capacity. Another 50 PCNs were returned to the State in FY16. It is likely there will be further review of PCN counts and position status as part of FY17 budget planning activities.

### ***B. Major Process Improvement Efforts and Organizational Changes***

#### **PROCESS IMPROVEMENT EFFORTS & KEY RESULTS**

*Refer to Appendix 6.B.1 - Process Improvement and Training (PIT) Crew Results Report*

##### Business Process Improvement & Results

UAF made efforts in FY12 to institutionalize campus-wide process improvement (PI) efforts by creating the Office of Management and Budget (OMB), which is the home of UAF PI. Fifteen staff

members have gone through extensive training to become qualified process improvement facilitators (the PIT Crew) who guide each project team. Since 2012, the PIT Crew has facilitated six major campus-wide initiatives and 15 shorter efficiency projects.

This framework has been extremely successful at UAF thus far, but could be more effective with increased support and response from the UA System Offices and functional process owners/managers. UAF alone can make changes where it has influence over the process, but often cannot make necessary changes to the technology tools or enterprise systems. Greater partnership and improved governance in this area are expected in FY16 and an IT Governance Review is in process to explore optimal models for project and change management.

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

### Shared Service Models

In FY14-15, UAF began encouraging unit-led shared services to allow each business unit/department to focus its limited resources on activities that support the UAF mission. Shared service models offer consolidated business operations that are used by multiple parts of the same organization. Shared service models also support process improvements through use of best practices, highly trained staff specialized in service delivery and backups for critical functions.

- The UAF Proposal Development Office (OPD) is a shared service center built from voluntary collaborations in several research institutes. This partnership allows for improved expertise with sponsors/funding agency requirements, staff cross training, workload balancing, professional proposal preparation and budget development, and a higher level of customer service. Improvement in this area is expected to help increase the volume of outgoing high-quality research proposals, which in turn, will assist with revenue generation and funded awards. The office supports the following schools and institutes: GI, SFOS, CNSM, SNRE (new in FY15) and IARC (beginning in FY16).
- In FY15-16, UAF is expanding unit-driven shared services with a travel processing hub housed in SNRE and serving SNRE, GI, and SFOS.

### **ORGANIZATIONAL CHANGES**

*Refer to Appendix 6.B.2 - VCUSA Organizational Change Memo*

*Refer to Appendix 6.B.3 - VCAS Organizational Change Memos*

- Shared services models are an emerging theme at UAF and were explored in a few locations in FY14-15, as discussed above.
- The Vice Chancellor for University & Student Advancement (USA) completed a restructure within the Student Life areas. The change reconstituted the Associate Vice Chancellor/Dean of Students role with a focus on judicial services. Other areas formerly reporting to the Dean of Students were restructured under the Associate Vice Chancellor for University and Student Advancement and the Executive Officer. Student life functions are now aggregated under one Associate Vice Chancellor. Wood Center Student Union functions are now consolidated under one Executive Officer adding a more coordinated and entrepreneurial approach to management over these areas.
- Effective FY16, the eLearning department was moved from the Chancellor's Office operations to the Provost to promote greater collaboration with academic units for online and distance delivery education.
- In FY16, the Office of Management and Budget (OMB) reporting line changed from within Financial Services to the Vice Chancellor for Administrative Services. The purpose of this

move is to better reflect the full scope and cross-functional role of OMB within the UAF structure, leading budget, planning, and process improvement efforts at UAF.

- In FY16, the Office of Grants and Contracts Administration (OGCA) reports to the Associate Vice Chancellor for Financial Services, to promote closer ties with other UAF organizational units that have similar financial management and regulatory compliance roles.
- The Geographic Information Network of Alaska (GINA) and the Scenarios Network for Alaska Planning (SNAP) joined IARC.
- The Arctic Region Supercomputing Center (ARSC) joined the GI; in FY16, the GI announced the formation of the Research Computing Systems (RCS) group to provide advanced computing, storage, data sharing solutions, and research IT support to UA research communities, collaborators, and supporters.
- Effective FY16, the Bristol Bay Campus within the College of Rural and Community Development (CRCD) in Dillingham will oversee higher education for the Aleutian/Pribilof Islands region, taking programs over from the Interior-Aleutians Campus. To reflect this restructure and geographic change, the Interior-Aleutians Campus is now called “Interior Alaska Campus” (IAC).
  - IAC within CRCD closed the Galena Learning Center effective FY16.

### ***C. UAF Policy and Practice Changes or Reviews***

#### **STATEWIDE TRANSFORMATION TEAM**

##### ***Refer to Appendix 6.C.1 - Statewide Transformation Team Preliminary Report***

In late March 2015, President Gamble charged Michelle Rizk with assembling a Statewide Transformation Team (SWTT) to review SW programs and services. This team includes representation from SW and all three universities and is charged with recommending ways to improve cost-effective, high quality service to the universities while being as lean as possible to focus resources on the educational mission.

The team released its preliminary recommendations in September 2015. This report identifies SW’s essential roles, provides broad analysis of structural, cultural and management issues that will be important for UA’s new president and his leadership teams to consider, and it makes recommendations for specific changes to functional areas. The recommendations involve a mix of reductions in functions or positions, changes in the work being done, and changes in work effectiveness. Some observations are focused on specific cultural improvements and customer service.

After taking community feedback, President Johnsen will oversee the formation of cross-campus work teams to closer evaluate specific functional areas and discuss alternatives and recommendations in order to ensure inclusive and thorough review. Final recommendations are due to the President on March 1, 2016 with implementation set for July 1, 2016 (FY17). An external consultant will facilitate this committee process.

#### **Accountability, Collaboration & Continuous Improvement - IT Governance Review**

In FY15, UAF, in partnership with UAA, UAS and SW, began a review of Information Technology (IT) Governance processes and teams. Ellucian was contracted at no cost to facilitate the review. Ellucian representatives met with leadership in Fairbanks, Anchorage and Juneau to gather feedback intended to improve management of IT projects and priorities across the UA System. Results of the initial interviews are forthcoming and progress has been tabled until the results/implementation plans associated with the SWTT report are finalized.

## **ACCOUNTING CHANGES - Modified Total Direct Cost (MTDC) Subaward Exclusions**

### *Refer to Appendix 6.C.2 - Accounting Change - MTDC Subaward Exclusions*

In accordance with the new Uniform Guidance (2 CFR S200.68), the UA Controller issued a memo in May 2015 stating that the prior UA practice of vesting each university with the authority to exclude vendor contracts and sub-agreements in excess of \$25,000 from the modified total direct cost (MTDC) base for indirect cost recovery would no longer be allowable. Going forward, for new grants awarded after December 26, 2014, only the portion of subawards greater than \$25,000 will be excluded from the MTDC base for indirect cost recovery. This results in potential for UAF to recover additional ICR in some cases. However, the institution continues to retain the ability to "waive" ICR (entirely or accept a lower ICR rate) if it is in the best interest of the institution to do so.

## **DEPARTMENT or "D-LEVEL" HIERARCHY CLEAN UP PROJECT**

The UAF data hierarchy in Banner, used primarily for financial reporting purposes, was much improved after an initial cleanup activity completed before FY14; however, it needed a second pass to further define UAF reporting levels and structure, and add consistency to the reporting framework. This clean up activity better matches the organizational structure of the university to the financial hierarchy (D-Level hierarchy) in Banner. Refining the department hierarchy (and therefore data hierarchy) allows for cleaner information when reporting and less manual manipulation to create useful analysis, increases the ability to replicate and validate data sets, and enables use of a business intelligence (BI) or analytics tool in the future. The improved structure has been shared with the UA System and may be a framework for consistent data structures across the university if more widely adopted.

The new UAF structure is more consistent. All departments are placed at level 6, which leaves flexibility for program granularity at level 7. The revised D-level model is as follows:

- Level 1: UA
- Level 2: University (UAF)
- Level 3: VC level
- Level 4: Unit/major service unit/campus
- Level 5: Division/cost center/expenditure category
- Level 6: Department (D-level)
- Level 7: Program/detail breakout
- Level 8: Org

UAF is also exploring transitioning away from use of time keeping locations (TKLs) within the HR structure, to the D-level hierarchy structure in FY16-FY17 to better align departments/units with employees/supervisors and funding lines.

## **BUDGET CONTROL CHANGES - INSUFFICIENT FUND MANAGEMENT PRACTICES**

### *Refer to Appendix 6.C.3 - Insufficient Funds Policy*

As a result of recommendations from the Procurement and Travel Process Improvement teams, UAF has changed its practices for management of insufficient funds and budget control authority. In the past, insufficient funding flags (auto-generated within Banner) often prohibited work from being completed, when in reality, funds are often available and typically need to be moved/transferred to the correct accounting line prior to appropriate use. Authority for setting budget controls and insufficient fund override review/approval has been delegated to the unit executive officer or senior financial manager, effective FY16. This process change will shift oversight for unit budget

management and overrides to the unit financial lead, that is closest to the work and best understands the unit budgetary needs.

Where units choose to set their budget controls at a higher level such as a program, department, cost center, or unit, this can greatly reduce or eliminate the occurrence of insufficient funding flags by the system and allow for faster transactional processing within appropriate budgetary boundaries.

#### ***D. Technology Use to Improve Service & Efficiency***

##### **ONLINE SOLUTIONS, DIGITAL SIGNATURES & AUTOMATION**

Several projects to better integrate and utilize the OnBase electronic document management system were completed in FY15, including Travel Expense Management (TEM) integration with Banner for electronic storage of travel documents/receipts, automated transcript processing, and the introduction of the new OnBase Unity client (a desktop version with an easier end-user interface) for document management.

UAF HR made progress in converting more of the HR personnel files to OnBase electronic storage and OGCA implemented an all-digital storage and tracking system for the pre-award process. UAF streamlined the Memorandum of Agreement/Memorandum of Understanding (MOA/MOU) process in FY15 and created a database for these critical contractual-type documents, employing OnBase for storage and tracking. Other projects to meet the challenges of Banner/OnBase integration are ongoing.

In FY14, an Electronic Signature Acceptance and Use Guideline was adopted at the UA System level, allowing for use of electronic signatures in business transactions at each (and between) the three Universities. UAF implemented use of DocuSign to electronically route and sign forms, memos, and other documents; integration between DocuSign and OnBase is part of this exploration. UAF continues to expand use of DocuSign and other electronic forms in high impact areas, including OFA, the Office of the Bursar, and Office of Admissions and the Registrar.

In FY16, UAF is part of a cross-campus team charged with implementing a new HR system (PageUp) to replace UAKJobs, which has reached end-of-life. The new system includes modules for recruiting, hiring, onboarding, performance management, and employee training and development. Implementation is slated for Spring 2016.

##### **ACTIVE MANAGEMENT OF OUTSTANDING AUDIT ISSUES**

UAF actively manage audits (internal and external) and works proactively to address, resolve, and close outstanding audit findings and recommendations. The increase in the number and frequency of internal audits over the past few years has resulted in a significant draw on limited resources. UAF has managed these demands through established structures and protocols for responding to the audits with limited or minimal disruption to regular work expectations. As a result of a concerted effort to address and close out audit findings, UAF is pleased to note a significant reduction in the number of outstanding audit findings.

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

	FY10		FY11		FY12		FY13		FY14		FY15			
Revenue Source	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	% Change FY14-15	% Change FY10-15
General Funds	\$155,215.6	38%	\$160,592.5	34%	\$166,994.5	33%	\$176,505.2	37%	\$186,541.9	41%	\$186,315.2	42%	-0.1%	20.0%
Federal Receipts	\$91,291.5	22%	\$97,086.6	21%	\$90,470.9	18%	\$88,128.3	19%	\$86,600.1	19%	\$83,042.5	19%	-4.1%	-9.0%
Student Tuition & Fees	\$34,625.8	8%	\$38,328.5	8%	\$40,672.5	8%	\$41,641.8	9%	\$40,691.6	9%	\$42,410.9	10%	4.2%	22.5%
Indirect Cost Recovery	\$24,823.4	6%	\$25,292.3	5%	\$24,204.2	5%	\$23,389.3	5%	\$22,648.5	5%	\$22,644.9	5%	0.0%	-8.8%
U of A Receipts	\$42,982.6	10%	\$47,852.5	10%	\$45,818.2	9%	\$45,093.4	9%	\$43,130.3	9%	\$37,094.3	8%	-14.0%	-13.7%
UA Intra-Agency Transfers	\$30,818.3	7%	\$32,537.4	7%	\$33,219.6	7%	\$31,398.8	7%	\$29,537.4	6%	\$31,179.7	7%	5.6%	1.2%
State Inter-Agency Receipts	\$4,061.4	1%	\$3,994.2	1%	\$3,903.3	1%	\$2,546.6	1%	\$3,960.2	1%	\$3,470.4	1%	-12.4%	-14.6%
Auxiliary Receipts	\$16,066.5	4%	\$15,691.9	3%	\$15,856.0	3%	\$15,768.9	3%	\$15,426.1	3%	\$15,281.7	3%	-0.9%	-4.9%
CIP Receipts	\$3,960.1	1%	\$9,313.7	2%	\$10,873.6	2%	\$14,108.3	3%	\$14,674.5	3%	\$12,421.3	3%	-15.4%	213.7%
Federal Stimulus--ARRA2009	\$6,255.1	2%	\$33,544.3	7%	\$68,018.0	14%	\$35,976.4	8%	\$15,400.2	3%	\$9,043.5	2%	-41.3%	44.6%
Mental Hlth Trust Auth Receipts	\$25.0	0%	\$82.4	0%	\$213.7	0%	\$50.0	0%		0%		0%	N/A	-100.0%
Interest Income	\$11.2	0%	-\$18.4	0%	-\$1.6	0%	-\$87.3	0%	\$1.0	0%	\$12.6	0%	1228.6%	12.5%
RSA - Capital 91 Authority	\$3,308.7	1%	\$1,342.8	0%	\$593.6	0%	\$232.7	0%	\$65.8	0%	\$18.0	0%	-72.6%	-99.5%
GF/Mental Health Trust		0%		0%		0%		0%	\$50.0	0%	\$50.0	0%	0.0%	N/A
<b>Grand Total</b>	<b>\$413,445.4</b>	<b>100%</b>	<b>\$465,640.6</b>	<b>100%</b>	<b>\$500,836.5</b>	<b>100%</b>	<b>\$474,752.4</b>	<b>100%</b>	<b>\$458,727.6</b>	<b>100%</b>	<b>\$442,985.2</b>	<b>100%</b>	<b>-3.4%</b>	<b>7.1%</b>

**General Fund Revenue by Source**  
**1.A.2**

Revenue Source	Revenue Title	FY10	FY11	FY12	FY13	FY14	FY15	% Change FY14-15	% Change FY10-15	Note
<b>General Funds</b>	State Appropriation	\$149,526.3	\$154,935.5	\$161,313.3	\$168,707.6	\$177,555.5	\$178,536.0	1%	19%	
	State Matching Fund Appr	\$4,739.3	\$4,739.3	\$4,739.3	\$4,739.3	\$4,677.4	\$4,648.0	-1%	-2%	
	State Apr-Tech Voc Educ Prog Other	\$950.0	\$917.7	\$941.9	\$1,206.4	\$1,255.8	\$1,075.7	-14%	13%	
	State Approp-Capital				\$1,851.9	\$3,053.1	\$2,055.5	-33%	N/A	(1)
<b>General Funds Total</b>		<b>\$155,215.6</b>	<b>\$160,592.5</b>	<b>\$166,994.5</b>	<b>\$176,505.2</b>	<b>\$186,541.9</b>	<b>\$186,315.2</b>	<b>0%</b>	<b>20%</b>	

(1) 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. In FY14, the State of Alaska funded capital research items for Alaska Center of Energy and Power (ACEP) in partnership to develop statewide energy solutions. These multi-year awards continue into FY15.

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

FUND TYPE	Revenue Source	FY10		FY11		FY12		FY13		FY14		FY15		% Change FY14-15	% Change FY10-15	Note
		Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total			
Unrestricted	General Funds	155,215.6	38%	160,592.5	34%	166,994.5	33%	174,653.3	37%	183,288.7	40%	184,059.7	42%	0%	19%	
	Federal Receipts	92.0	0%	72.0	0%	72.0	0%	72.0	0%	72.0	0%	72.0	0%	0%	-22%	
	Student Tuition & Fees	34,625.8	8%	38,328.5	8%	40,672.5	8%	41,641.8	9%	40,691.6	9%	42,410.9	10%	4%	22%	
	Indirect Cost Recovery	24,823.4	6%	25,292.3	5%	24,204.2	5%	23,389.3	5%	22,648.5	5%	22,644.9	5%	0%	-9%	
	U of A Receipts	12,712.4	3%	17,109.6	4%	12,146.8	2%	12,725.8	3%	12,514.1	3%	10,998.1	2%	-12%	-13%	
	State Inter-Agency Receipts	7.0	0%	13.3	0%		0%	60.3	0%	30.4	0%		0%	-100%	-100%	
	UA Intra-Agency Transfers	30,805.4	7%	32,483.1	7%	33,189.2	7%	31,356.2	7%	29,524.2	6%	31,168.1	7%	6%	1%	
	CIP Receipts	3,232.9	1%	6,470.2	1%	7,135.3	1%	6,917.5	1%	8,274.0	2%	7,411.5	2%	-10%	129%	
	Mental Hlth Trust Auth Receipts	25.0	0%	82.4	0%	213.7	0%	50.0	0%		0%		0%	N/A	-100%	
	Interest Income	11.2	0%	(18.4)	0%	(1.6)	0%	(87.3)	0%	1.0	0%	12.6	0%	1229%	13%	
	GF/Mental Health Trust		0%		0%		0%		0%	50.0	0%	50.0	0%	0%	N/A	
<b>Unrestricted Total</b>		<b>261,550.8</b>	<b>63%</b>	<b>280,425.4</b>	<b>60%</b>	<b>284,626.6</b>	<b>57%</b>	<b>290,778.9</b>	<b>61%</b>	<b>297,094.5</b>	<b>65%</b>	<b>298,827.9</b>	<b>67%</b>	<b>1%</b>	<b>14%</b>	
Restricted	General Funds		0%		0%		0%	1,851.9	0%	3,053.1	1%	2,055.5	0%	-33%	N/A	(1)
	Federal Receipts	91,199.5	22%	97,014.6	21%	90,398.9	18%	88,056.3	19%	86,528.1	19%	82,970.5	19%	-4%	-9%	
	Indirect Cost Recovery		0%	0.0	0%		0%		0%		0%		0%	N/A	N/A	
	U of A Receipts	28,374.8	7%	28,936.3	6%	31,921.6	6%	30,495.1	6%	28,423.9	6%	23,969.7	5%	-16%	-16%	
	State Inter-Agency Receipts	4,054.4	1%	3,980.9	1%	3,903.3	1%	2,486.3	1%	3,929.8	1%	3,470.4	1%	-12%	-14%	
	UA Intra-Agency Transfers	12.9	0%	54.3	0%	30.4	0%	42.6	0%	13.3	0%	7.2	0%	-45%	-44%	
	CIP Receipts	727.2	0%	2,843.5	1%	3,738.3	1%	7,190.8	2%	6,400.6	1%	5,009.8	1%	-22%	589%	
	Federal Stimulus--ARRA2009	6,255.1	2%	33,544.3	7%	68,018.0	14%	35,976.4	8%	15,400.2	3%	9,043.5	2%	-41%	45%	
<b>Restricted Total</b>		<b>130,623.9</b>	<b>32%</b>	<b>166,374.0</b>	<b>36%</b>	<b>198,010.5</b>	<b>40%</b>	<b>166,099.4</b>	<b>35%</b>	<b>143,749.0</b>	<b>31%</b>	<b>126,526.7</b>	<b>29%</b>	<b>-12%</b>	<b>-3%</b>	
Auxiliary	General Funds		0%		0%		0%		0%	200.0	0%	200.0	0%	0%	N/A	
	Auxiliary Receipts	16,066.5	4%	15,691.9	3%	15,856.0	3%	15,768.9	3%	15,426.1	3%	15,281.7	3%	-1%	-5%	
	U of A Receipts	7.0	0%	12.0	0%	10.0	0%	8.5	0%	11.6	0%	75.7	0%	550%	982%	
	UA Intra-Agency Transfers		0%		0%		0%		0%		0%	4.4	0%	N/A	N/A	
	Interest Income	0.0	0%		0%		0%		0%		0%		0%	N/A	-100%	
<b>Auxiliary Total</b>		<b>16,073.5</b>	<b>4%</b>	<b>15,703.9</b>	<b>3%</b>	<b>15,866.0</b>	<b>3%</b>	<b>15,777.4</b>	<b>3%</b>	<b>15,637.7</b>	<b>3%</b>	<b>15,561.8</b>	<b>4%</b>	<b>0%</b>	<b>-3%</b>	
Designated	U of A Receipts	1,888.4	0%	1,794.6	0%	1,739.9	0%	1,864.1	0%	2,180.6	0%	2,050.8	0%	-6%	9%	
<b>Designated Total</b>		<b>1,888.4</b>	<b>0%</b>	<b>1,794.6</b>	<b>0%</b>	<b>1,739.9</b>	<b>0%</b>	<b>1,864.1</b>	<b>0%</b>	<b>2,180.6</b>	<b>0%</b>	<b>2,050.8</b>	<b>0%</b>	<b>-6%</b>	<b>9%</b>	
Capital	RSA - Capital 91 Authority	3,308.7	1%	1,342.8	0%	593.6	0%	232.7	0%	65.8	0%	18.0	0%	-73%	-99%	
<b>Capital Total</b>		<b>3,308.7</b>	<b>1%</b>	<b>1,342.8</b>	<b>0%</b>	<b>593.6</b>	<b>0%</b>	<b>232.7</b>	<b>0%</b>	<b>65.8</b>	<b>0%</b>	<b>18.0</b>	<b>0%</b>	<b>-73%</b>	<b>-99%</b>	
<b>Grand Total</b>		<b>413,445.4</b>	<b>100%</b>	<b>465,640.6</b>	<b>100%</b>	<b>500,836.5</b>	<b>100%</b>	<b>474,752.4</b>	<b>100%</b>	<b>458,727.6</b>	<b>100%</b>	<b>442,985.2</b>	<b>100%</b>	<b>-3%</b>	<b>7%</b>	

(1) 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 .  
In FY14, the State of Alaska funded capital research items for Alaska Center of Energy and Power (ACEP) in partnership to develop statewide energy solutions. All of these multi-year awards continue into FY15.



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

FUND TYPE	Revenue Source	FY10		FY11		FY12		FY13		FY14		FY15		% Change FY14-15	% Change FY10-15	Note
		Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total			
<b>Unrestricted</b>	Federal Receipts	92.0	0%	72.0	0%	72.0	0%	72.0	0%	72.0	0%	72.0	0%	0%	-22%	
	Student Tuition & Fees	34,625.8	13%	38,328.5	13%	40,672.5	12%	41,641.8	14%	40,691.6	15%	42,410.9	16%	4%	22%	
	Indirect Cost Recovery	24,823.4	10%	25,292.3	8%	24,204.2	7%	23,389.3	8%	22,648.5	8%	22,644.9	9%	0%	-9%	
	U of A Receipts	12,712.4	5%	17,109.6	6%	12,146.8	4%	12,725.8	4%	12,514.1	5%	10,998.1	4%	-12%	-13%	
	State Inter-Agency Receipts	7.0	0%	13.3	0%		0%	60.3	0%	30.4	0%		0%	-100%	-100%	
	UA Intra-Agency Transfers	30,805.4	12%	32,483.1	11%	33,189.2	10%	31,356.2	10%	29,524.2	11%	31,168.1	12%	6%	1%	
	CIP Receipts	3,232.9	1%	6,470.2	2%	7,135.3	2%	6,917.5	2%	8,274.0	3%	7,411.5	3%	-10%	129%	
	Mental Hlth Trust Auth Receipts	25.0	0%	82.4	0%	213.7	0%	50.0	0%		0%		0%	N/A	-100%	
	Interest Income	11.2	0%	(18.4)	0%	(1.6)	0%	(87.3)	0%	1.0	0%	12.6	0%	1229%	13%	
<b>GF/Mental Health Trust</b>			0%		0%		0%		0%	50.0	0%	50.0	0%	0%	N/A	
<b>Unrestricted Total</b>		<b>106,335.2</b>	<b>41%</b>	<b>119,832.9</b>	<b>39%</b>	<b>117,632.1</b>	<b>35%</b>	<b>116,125.6</b>	<b>39%</b>	<b>113,805.8</b>	<b>41%</b>	<b>114,768.2</b>	<b>44%</b>	<b>1%</b>	<b>8%</b>	
<b>Restricted</b>	General Funds		0%		0%		0%	1,851.9	1%	3,053.1	1%	2,055.5	1%	-33%	N/A	<b>(1)</b>
	Federal Receipts	91,199.5	35%	97,014.6	32%	90,398.9	27%	88,056.3	29%	86,528.1	31%	82,970.5	32%	-4%	-9%	
	Indirect Cost Recovery		0%	0.0	0%		0%		0%		0%		0%	N/A	N/A	
	U of A Receipts	28,374.8	11%	28,936.3	9%	31,921.6	10%	30,495.1	10%	28,423.9	10%	23,969.7	9%	-16%	-16%	
	State Inter-Agency Receipts	4,054.4	2%	3,980.9	1%	3,903.3	1%	2,486.3	1%	3,929.8	1%	3,470.4	1%	-12%	-14%	
	UA Intra-Agency Transfers	12.9	0%	54.3	0%	30.4	0%	42.6	0%	13.3	0%	7.2	0%	-45%	-44%	
	CIP Receipts	727.2	0%	2,843.5	1%	3,738.3	1%	7,190.8	2%	6,400.6	2%	5,009.8	2%	-22%	589%	
	Federal Stimulus--ARRA2009	6,255.1	2%	33,544.3	11%	68,018.0	20%	35,976.4	12%	15,400.2	6%	9,043.5	3%	-41%	45%	
<b>Restricted Total</b>		<b>130,623.9</b>	<b>51%</b>	<b>166,374.0</b>	<b>55%</b>	<b>198,010.5</b>	<b>59%</b>	<b>166,099.4</b>	<b>55%</b>	<b>143,749.0</b>	<b>52%</b>	<b>126,526.7</b>	<b>49%</b>	<b>-12%</b>	<b>-3%</b>	
<b>Auxiliary</b>	Auxiliary Receipts	16,066.5	6%	15,691.9	5%	15,856.0	5%	15,768.9	5%	15,426.1	6%	15,281.7	6%	-1%	-5%	
	U of A Receipts	7.0	0%	12.0	0%	10.0	0%	8.5	0%	11.6	0%	75.7	0%	550%	982%	
	UA Intra-Agency Transfers		0%		0%		0%		0%		0%	4.4	0%	N/A	N/A	
	Interest Income	0.0	0%		0%		0%		0%		0%		0%	N/A	-100%	
<b>Auxiliary Total</b>		<b>16,073.5</b>	<b>6%</b>	<b>15,703.9</b>	<b>5%</b>	<b>15,866.0</b>	<b>5%</b>	<b>15,777.4</b>	<b>5%</b>	<b>15,437.7</b>	<b>6%</b>	<b>15,361.8</b>	<b>6%</b>	<b>0%</b>	<b>-4%</b>	
<b>Designated</b>	U of A Receipts	1,888.4	1%	1,794.6	1%	1,739.9	1%	1,864.1	1%	2,180.6	1%	2,050.8	1%	-6%	9%	
<b>Designated Total</b>		<b>1,888.4</b>	<b>1%</b>	<b>1,794.6</b>	<b>1%</b>	<b>1,739.9</b>	<b>1%</b>	<b>1,864.1</b>	<b>1%</b>	<b>2,180.6</b>	<b>1%</b>	<b>2,050.8</b>	<b>1%</b>	<b>-6%</b>	<b>9%</b>	
<b>Capital</b>	RSA - Capital 91 Authority	3,308.7	1%	1,342.8	0%	593.6	0%	232.7	0%	65.8	0%	18.0	0%	-73%	-99%	
<b>Capital Total</b>		<b>3,308.7</b>	<b>1%</b>	<b>1,342.8</b>	<b>0%</b>	<b>593.6</b>	<b>0%</b>	<b>232.7</b>	<b>0%</b>	<b>65.8</b>	<b>0%</b>	<b>18.0</b>	<b>0%</b>	<b>-73%</b>	<b>-99%</b>	
<b>Grand Total</b>		<b>258,229.8</b>	<b>100%</b>	<b>305,048.1</b>	<b>100%</b>	<b>333,842.0</b>	<b>100%</b>	<b>300,099.1</b>	<b>100%</b>	<b>275,238.9</b>	<b>100%</b>	<b>258,725.5</b>	<b>100%</b>	<b>-6%</b>	<b>0%</b>	

(1) 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 .  
In FY14, the State of Alaska funded capital research items for Alaska Center of Energy and Power (ACEP) in partnership to develop statewide energy solutions. All of these multi-year awards continue into FY15.

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

			FY10	FY11	FY12	FY13	FY14	FY15		
VC LEVEL	UNIT	Revenue Source	Revenue	Revenue	Revenue	Revenue	Revenue	Revenue	% Change FY14-15	% Change FY10-15
Chancellor	UAF Chancellor	General Funds	1,577.2	1,425.6	1,438.6	1,499.2	1,550.4	1,651.8	7%	5%
		U of A Receipts	130.9	157.2	98.2	188.7	90.2	100.0	11%	-24%
		State Inter-Agency Receipts						14.8	N/A	N/A
		UA Intra-Agency Transfers		5.3					N/A	N/A
	<b>UAF Chancellor Total</b>		<b>1,708.1</b>	<b>1,588.0</b>	<b>1,536.9</b>	<b>1,687.9</b>	<b>1,640.6</b>	<b>1,766.7</b>	<b>8%</b>	<b>3%</b>
<b>Chancellor Total</b>			<b>1,708.1</b>	<b>1,588.0</b>	<b>1,536.9</b>	<b>1,687.9</b>	<b>1,640.6</b>	<b>1,766.7</b>	<b>8%</b>	<b>3%</b>
Provost	College of Engineering & Mines	General Funds	8,966.2	9,960.1	10,658.4	10,907.8	11,294.5	11,099.7	-2%	24%
		Federal Receipts	5,590.3	10,158.9	8,966.2	6,645.7	6,139.2	4,658.8	-24%	-17%
		Student Tuition & Fees	1,179.0	1,526.9	1,665.1	1,648.9	1,789.4	1,890.3	6%	60%
		Indirect Cost Recovery	1,513.0	2,049.6	1,936.4	1,665.5	1,458.5	1,370.3	-6%	-9%
		U of A Receipts	1,975.9	2,623.9	2,468.4	2,043.1	2,519.3	2,474.7	-2%	25%
		State Inter-Agency Receipts	709.2	431.6	570.9	(45.4)	430.1	799.7	86%	13%
		UA Intra-Agency Transfers	267.6	258.4	245.0	291.7	464.7	248.1	-47%	-7%
		CIP Receipts	301.2	1,335.7	1,769.9	3,571.0	2,428.2	1,401.1	-42%	365%
		Federal Stimulus--ARRA2009	104.0	568.4	1,386.1	1,728.5	180.8		-100%	-100%
		RSA - Capital 91 Authority	2,820.7	1,232.1	592.8	232.7	65.8	18.0	-73%	-99%
	<b>College of Engineering &amp; Mines Total</b>		<b>23,427.0</b>	<b>30,145.7</b>	<b>30,259.1</b>	<b>28,689.3</b>	<b>26,770.5</b>	<b>23,960.6</b>	<b>-10%</b>	<b>2%</b>
	College of Liberal Arts	General Funds	10,838.0	10,807.9	10,724.5	11,166.3	11,316.6	10,737.8	-5%	-1%
		Federal Receipts	1,546.9	1,302.7	1,567.8	1,189.6	1,578.9	1,679.1	6%	9%
		Student Tuition & Fees	3,790.7	4,001.8	4,346.1	4,472.2	5,126.6	5,196.2	1%	37%
		Indirect Cost Recovery	266.2	240.1	263.5	126.0	143.3	128.8	-10%	-52%
		U of A Receipts	811.5	837.3	632.9	723.2	739.8	661.7	-11%	-18%
		State Inter-Agency Receipts	247.2	146.8	73.7	100.2	67.4	95.4	41%	-61%
		UA Intra-Agency Transfers	238.2	275.1	217.5	57.5	9.5	7.9	-18%	-97%
		CIP Receipts					21.1		-100%	N/A
		Federal Stimulus--ARRA2009	137.4	244.7	174.4	42.2	15.7		-100%	-100%
		Mental Hlth Trust Auth Receipts	25.0	82.4	213.7	50.0			N/A	-100%
		GF/Mental Health Trust					50.0	50.0	0%	N/A
	<b>College of Liberal Arts Total</b>		<b>17,901.1</b>	<b>17,938.7</b>	<b>18,214.0</b>	<b>17,927.1</b>	<b>19,069.1</b>	<b>18,556.8</b>	<b>-3%</b>	<b>4%</b>
	College of Nat Sciences&Mathematics	General Funds	8,304.1	7,632.1	7,954.3	7,988.1	8,151.8	9,670.3	19%	16%
		Federal Receipts	1,289.8	1,438.2	1,321.3	2,402.9	1,559.6	1,423.4	-9%	10%
		Student Tuition & Fees	3,018.3	3,073.3	3,411.4	3,624.3	3,874.0	4,008.4	3%	33%
		Indirect Cost Recovery	238.1	217.9	163.0	152.8	129.0	198.1	54%	-17%
		U of A Receipts	804.7	761.6	761.1	811.6	740.4	824.5	11%	2%
		State Inter-Agency Receipts	119.9	0.9	184.2	263.8	112.6	338.2	200%	182%
		UA Intra-Agency Transfers	157.2	179.5	146.8	153.3	173.3	159.1	-8%	1%
		CIP Receipts				41.6	157.2	47.8	-70%	N/A
		Federal Stimulus--ARRA2009	54.6	49.6	35.5	7.1			N/A	-100%
		RSA - Capital 91 Authority		8.0					N/A	N/A
	<b>College of Nat Sciences&amp;Mathematics Total</b>		<b>13,986.6</b>	<b>13,361.1</b>	<b>13,977.5</b>	<b>15,445.5</b>	<b>14,897.9</b>	<b>16,669.9</b>	<b>12%</b>	<b>19%</b>
	School of Fisheries & Ocean Science	General Funds	7,646.1	7,938.0	7,993.2	9,043.4	8,576.7	8,171.4	-5%	7%
		Federal Receipts	9,270.4	10,776.8	12,218.7	13,576.1	15,186.6	15,288.2	1%	65%
		Student Tuition & Fees	500.1	640.3	669.9	683.5	723.6	705.8	-2%	41%
		Indirect Cost Recovery	2,059.2	2,257.8	2,035.1	2,205.2	2,076.4	2,233.6	8%	8%
		U of A Receipts	7,730.5	7,484.1	6,341.4	5,927.8	5,829.2	4,972.3	-15%	-36%
		State Inter-Agency Receipts	508.6	511.8	626.3	115.6	122.8	128.8	5%	-75%
		UA Intra-Agency Transfers	61.5	111.3	83.2	260.4	53.7	2,920.2	5335%	4647%
		CIP Receipts	499.7	922.7	745.2	1,902.9	1,588.5	1,129.4	-29%	126%
		Federal Stimulus--ARRA2009	1,641.3	27,436.2	62,285.6	31,986.8	14,599.4	8,931.8	-39%	444%
		Interest Income						10.4	N/A	N/A
		RSA - Capital 91 Authority	306.5	102.6	0.7				N/A	-100%
	<b>School of Fisheries &amp; Ocean Science Total</b>		<b>30,224.0</b>	<b>58,181.6</b>	<b>92,999.4</b>	<b>65,701.6</b>	<b>48,757.0</b>	<b>44,491.9</b>	<b>-9%</b>	<b>47%</b>

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

VC LEVEL	UNIT	Revenue Source	FY10	FY11	FY12	FY13	FY14	FY15	% Change FY14-15	% Change FY10-15
			Revenue	Revenue	Revenue	Revenue	Revenue	Revenue		
Provost	School of Management	General Funds	4,022.0	4,010.4	4,206.7	4,253.0	4,362.4	4,253.1	-3%	6%
		Federal Receipts	(0.0)	5.0	15.2		15.6	50.2	223%	-5020343%
		Student Tuition & Fees	926.1	1,159.3	1,392.4	1,692.1	1,837.2	2,498.7	36%	170%
		Indirect Cost Recovery	2.6	1.8	10.1	9.9	23.2	20.3	-12%	686%
		U of A Receipts	148.1	188.2	314.8	392.8	416.5	329.4	-21%	122%
		State Inter-Agency Receipts		15.8	(0.2)		3.1	5.8	88%	N/A
		UA Intra-Agency Transfers			18.3	27.1			N/A	N/A
		CIP Receipts			126.3	104.2			N/A	N/A
	<b>School of Management Total</b>		<b>5,098.8</b>	<b>5,380.5</b>	<b>6,083.6</b>	<b>6,479.1</b>	<b>6,657.9</b>	<b>7,157.5</b>	<b>8%</b>	<b>40%</b>
	UAF Provost Office Operations	General Funds	4,205.9	3,708.5	4,399.2	5,465.9	5,530.4	5,549.7	0%	32%
		Federal Receipts	353.4	303.5	281.2	1,030.1	1,162.1	2,507.6	116%	609%
		Student Tuition & Fees	53.7	63.4	94.3	100.3	79.6	159.6	100%	197%
		Indirect Cost Recovery	36.6	19.5	12.3	34.0	72.3	414.1	473%	1031%
		Auxiliary Receipts	395.5	392.6	362.6	381.4	392.5	334.5	-15%	-15%
		U of A Receipts	344.9	573.9	519.8	458.5	568.2	542.8	-4%	57%
		State Inter-Agency Receipts		4.6					N/A	N/A
		UA Intra-Agency Transfers	23.3	13.4	18.3	12.3	7.2	3.3	-54%	-86%
	<b>UAF Provost Office Operations Total</b>		<b>5,413.3</b>	<b>5,079.4</b>	<b>5,687.6</b>	<b>7,482.5</b>	<b>7,812.4</b>	<b>9,511.7</b>	<b>22%</b>	<b>76%</b>
	UAF School of Education	General Funds	2,848.7	2,985.1	3,046.8	3,060.4	3,097.8	2,934.2	-5%	3%
		Federal Receipts	242.1	237.5	154.4	425.3	916.0	873.1	-5%	261%
		Student Tuition & Fees	475.9	668.4	730.3	718.9	922.3	908.4	-2%	91%
		Indirect Cost Recovery		0.7	1.4	37.4	76.9	59.4	-23%	N/A
		U of A Receipts	436.4	336.1	358.5	206.2	142.7	198.0	39%	-55%
		UA Intra-Agency Transfers					0.0		-100%	N/A
	<b>UAF School of Education Total</b>		<b>4,003.2</b>	<b>4,227.8</b>	<b>4,291.4</b>	<b>4,448.2</b>	<b>5,155.6</b>	<b>4,973.0</b>	<b>-4%</b>	<b>24%</b>
	UA Museum of the North	General Funds	1,668.9	1,851.2	1,682.8	1,674.3	1,695.9	1,645.1	-3%	-1%
		Federal Receipts	621.5	630.7	666.6	611.4	633.6	895.9	41%	44%
		Student Tuition & Fees				16.2	1.4	1.8	30%	N/A
		Indirect Cost Recovery	81.0	99.5	101.7	98.5	125.9	120.5	-4%	49%
		U of A Receipts	1,699.8	1,856.7	1,669.0	1,810.8	1,996.1	2,259.9	13%	33%
		State Inter-Agency Receipts	63.1	103.4	114.8	99.3	210.5	110.0	-48%	74%
		UA Intra-Agency Transfers	14.9	21.3	9.1	5.1	5.6	9.6	71%	-36%
	<b>UA Museum of the North Total</b>		<b>4,149.3</b>	<b>4,562.9</b>	<b>4,243.9</b>	<b>4,315.6</b>	<b>4,668.9</b>	<b>5,042.7</b>	<b>8%</b>	<b>22%</b>
	UAF Rasmuson Library	General Funds	6,491.9	6,477.6	6,463.2	6,457.9	6,528.4	6,339.6	-3%	-2%
		Federal Receipts	84.2	82.8	34.5	42.8	18.3	82.0	349%	-3%
		Student Tuition & Fees	29.4	135.9	43.5	117.0	77.4	166.2	115%	466%
		Indirect Cost Recovery	1,310.2	1,308.3	1,223.8	1,171.5	1,087.9	1,073.5	-1%	-18%
		U of A Receipts	546.6	804.2	757.7	980.7	503.8	338.2	-33%	-38%
		State Inter-Agency Receipts	63.2	47.0	56.1	18.5	39.8	36.0	-10%	-43%
		UA Intra-Agency Transfers	216.1	267.7	153.4	100.7	128.9	111.5	-13%	-48%
		CIP Receipts						9.1	N/A	N/A
		Federal Stimulus--ARRA2009		9.6	2.7	43.1	10.8		-100%	N/A
	<b>UAF Rasmuson Library Total</b>		<b>8,741.5</b>	<b>9,133.1</b>	<b>8,734.8</b>	<b>8,932.1</b>	<b>8,395.4</b>	<b>8,156.1</b>	<b>-3%</b>	<b>-7%</b>
	UAF Summer Sessions	General Funds	88.3	105.3	107.6	103.2	107.1	33.7	-69%	-62%
		Federal Receipts			0.1	0.2	(0.2)		-100%	N/A
		Student Tuition & Fees	1,683.2	1,785.0	1,794.8	1,775.3	2,051.9	2,162.1	5%	28%
		U of A Receipts	199.0	111.9	337.6	273.3	179.3	148.3	-17%	-25%
		State Inter-Agency Receipts	92.6	166.6					N/A	-100%
		UA Intra-Agency Transfers	35.6	30.0	4.0	5.5	0.5	0.3	-47%	-99%
	<b>UAF Summer Sessions Total</b>		<b>2,098.6</b>	<b>2,198.8</b>	<b>2,244.1</b>	<b>2,157.5</b>	<b>2,338.5</b>	<b>2,344.4</b>	<b>0%</b>	<b>12%</b>

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

VC LEVEL	UNIT	Revenue Source	FY10	FY11	FY12	FY13	FY14	FY15	% Change FY14-15	% Change FY10-15
			Revenue	Revenue	Revenue	Revenue	Revenue	Revenue		
Provost	School of Nat Res & Extension	General Funds	8,964.3	9,363.5	9,218.4	9,466.9	9,584.2	8,296.7	-13%	-7%
		Federal Receipts	8,771.8	7,366.1	6,078.9	5,637.9	5,191.1	4,965.9	-4%	-43%
		Student Tuition & Fees	317.3	386.5	415.7	353.0	340.3	322.4	-5%	2%
		Indirect Cost Recovery	433.2	426.2	425.6	291.5	246.0	184.7	-25%	-57%
		U of A Receipts	1,458.2	1,728.2	2,013.2	1,736.9	1,845.3	1,627.0	-12%	12%
		State Inter-Agency Receipts	305.2	381.6	648.9	448.5	522.6	245.1	-53%	-20%
		UA Intra-Agency Transfers	29.5	24.0	202.0	150.0	23.9	9.1	-62%	-69%
		CIP Receipts		55.4	22.2	461.5	545.0	428.5	-21%	N/A
		Federal Stimulus--ARRA2009	25.0	(25.0)	0.2	(0.2)			N/A	-100%
	<b>School of Nat Res &amp; Extension Total</b>		<b>20,304.6</b>	<b>19,706.4</b>	<b>19,025.1</b>	<b>18,546.1</b>	<b>18,298.4</b>	<b>16,079.3</b>	<b>-12%</b>	<b>-21%</b>
	UAF eLearning & Distance Education	General Funds	0.6				485.7	468.9	-3%	80467%
		Student Tuition & Fees	0.4	3,877.7	3,868.0	4,189.9	2,330.9	2,958.9	27%	768445%
		U of A Receipts	0.1	0.5	0.1		0.6	3.2	413%	2082%
		UA Intra-Agency Transfers	35.7	67.3		79.0		2.3	N/A	-94%
	<b>UAF eLearning &amp; Distance Education Total</b>		<b>36.8</b>	<b>3,945.4</b>	<b>3,868.1</b>	<b>4,268.9</b>	<b>2,817.3</b>	<b>3,433.3</b>	<b>22%</b>	<b>9226%</b>
<b>Provost Total</b>			<b>135,384.8</b>	<b>173,861.3</b>	<b>209,628.7</b>	<b>184,393.5</b>	<b>165,638.8</b>	<b>160,377.1</b>	<b>-3%</b>	<b>18%</b>
UAF Central Managed Projects	UAF Central Fixed Costs	General Funds	11,384.8	12,679.4	16,338.6	19,077.9	23,291.1	29,386.8	26%	158%
		Student Tuition & Fees	4,267.3	3,637.6	4,310.9	4,289.4	4,268.7	4,285.7	0%	0%
		Indirect Cost Recovery	2,075.9	2,868.5	3,038.2	3,270.3	3,535.1	3,849.4	9%	85%
		U of A Receipts	0.3	770.2			28.5	534.8	1776%	212234%
		Interest Income	20.5						N/A	-100%
	<b>UAF Central Fixed Costs Total</b>		<b>17,748.7</b>	<b>19,955.7</b>	<b>23,687.7</b>	<b>26,637.5</b>	<b>31,123.3</b>	<b>38,056.7</b>	<b>22%</b>	<b>114%</b>
	UAF Central Investment Areas	General Funds	2,190.8	4,447.3	2,930.4	3,735.2	5,227.5	3,376.6	-35%	54%
		Federal Receipts	757.1	1,563.3			15.8	(4.7)	-130%	-101%
		Student Tuition & Fees	11,182.8	11,851.8	12,365.8	12,642.3	18,514.8	12,532.3	-32%	12%
		Indirect Cost Recovery	4,052.4	4,560.2	4,414.2	3,829.5	3,670.1	3,366.5	-8%	-17%
		U of A Receipts	1,405.5	4,625.7	1,563.1	1,573.9	1,825.5	1,353.3	-26%	-4%
		UA Intra-Agency Transfers	8.6	21.2	351.9	11.2			N/A	-100%
		CIP Receipts			1.5	6.0			N/A	N/A
		Federal Stimulus--ARRA2009		16.9					N/A	N/A
		Interest Income	(9.7)	(19.4)	(2.5)	(87.4)			N/A	-100%
	<b>UAF Central Investment Areas Total</b>		<b>19,587.7</b>	<b>27,067.0</b>	<b>21,624.3</b>	<b>21,710.7</b>	<b>29,253.7</b>	<b>20,624.0</b>	<b>-29%</b>	<b>5%</b>
	UAF Central Budget Management	General Funds	572.6	572.6	2,121.1	2,329.4	1,934.3	1,540.6	-20%	169%
		Student Tuition & Fees	(11,486.6)	(11,874.9)	(12,725.7)	(12,864.8)	(19,237.9)	(13,811.0)	-28%	20%
		Indirect Cost Recovery	(3,926.3)	(3,962.3)	(3,930.5)	(3,930.5)	(3,930.5)	(3,897.5)	-1%	-1%
		Auxiliary Receipts	(1,155.2)	(1,128.4)	(1,148.5)	(1,179.6)	(1,228.1)	(1,487.6)	21%	29%
		CIP Receipts	1,848.5	5,176.1	5,027.6	5,266.6	6,375.8	5,248.2	-18%	184%
	<b>UAF Central Budget Management Total</b>		<b>(14,147.0)</b>	<b>(11,216.9)</b>	<b>(10,655.9)</b>	<b>(10,378.9)</b>	<b>(16,086.4)</b>	<b>(12,407.3)</b>	<b>-23%</b>	<b>-12%</b>
<b>UAF Central Managed Projects Total</b>			<b>23,189.3</b>	<b>35,805.8</b>	<b>34,656.1</b>	<b>37,969.3</b>	<b>44,290.6</b>	<b>46,273.4</b>	<b>4%</b>	<b>100%</b>
UAF Office Information Technology	UAF Office Information Technology	General Funds	3,550.3	4,078.7	3,988.8	3,722.0	3,846.4	3,661.3	-5%	3%
		Federal Receipts	501.6	269.4	35.3	0.1			N/A	-100%
		Student Tuition & Fees	219.5	351.6	402.3	338.9	369.4	836.0	126%	281%
		Indirect Cost Recovery	72.2	35.8	36.0	26.7	26.9	28.9	7%	-60%
		U of A Receipts	75.6	107.5	374.2	282.7	217.7	224.0	3%	196%
		State Inter-Agency Receipts					128.7	109.6	-15%	N/A
		UA Intra-Agency Transfers	1,714.9	1,781.5	1,760.2	2,067.2	2,198.9	2,262.9	3%	32%
	<b>UAF Office Information Technology Total</b>		<b>6,134.1</b>	<b>6,624.5</b>	<b>6,596.8</b>	<b>6,437.6</b>	<b>6,788.0</b>	<b>7,122.7</b>	<b>5%</b>	<b>16%</b>
<b>UAF Office Information Technology Total</b>			<b>6,134.1</b>	<b>6,624.5</b>	<b>6,596.8</b>	<b>6,437.6</b>	<b>6,788.0</b>	<b>7,122.7</b>	<b>5%</b>	<b>16%</b>

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

			FY10	FY11	FY12	FY13	FY14	FY15		
VC LEVEL	UNIT	Revenue Source	Revenue	Revenue	Revenue	Revenue	Revenue	Revenue	% Change FY14-15	% Change FY10-15
VC Rural, Community & Native Educ	Bristol Bay Campus	General Funds	1,355.6	1,412.5	1,465.2	1,515.4	1,495.6	1,531.2	2%	13%
		Federal Receipts	1,836.6	1,631.0	1,908.3	2,215.1	1,363.5	1,571.3	15%	-14%
		Student Tuition & Fees	415.6	418.8	493.1	493.3	412.3	502.6	22%	21%
		Indirect Cost Recovery	95.6	62.3	112.6	122.5	94.0	87.3	-7%	-9%
		Auxiliary Receipts	10.4						N/A	-100%
		U of A Receipts	91.2	117.8	337.6	134.6	164.5	282.1	72%	209%
		State Inter-Agency Receipts	136.2	148.0	113.1	113.0	275.9	150.6	-45%	11%
		UA Intra-Agency Transfers		37.9		34.6			N/A	N/A
		CIP Receipts					18.7	1.5	-92%	N/A
	<b>Bristol Bay Campus Total</b>		<b>3,941.2</b>	<b>3,828.2</b>	<b>4,429.8</b>	<b>4,628.5</b>	<b>3,824.4</b>	<b>4,126.6</b>	<b>8%</b>	<b>5%</b>
	Chukchi Campus	General Funds	997.7	1,041.2	1,058.4	1,077.3	1,105.9	988.6	-11%	-1%
		Federal Receipts	881.8	583.9	1,241.5	1,167.5	784.7	815.0	4%	-8%
		Student Tuition & Fees	177.2	160.5	223.9	206.1	194.9	151.8	-22%	-14%
		Indirect Cost Recovery	9.8	6.9	14.1	9.0	10.4	11.7	12%	19%
		Auxiliary Receipts	11.8	5.3	0.3	0.1	0.3	0.2	-30%	-98%
		U of A Receipts	78.1	119.2	111.5	133.3	152.7	60.9	-60%	-22%
		UA Intra-Agency Transfers				0.8			N/A	N/A
	<b>Chukchi Campus Total</b>		<b>2,156.3</b>	<b>1,917.0</b>	<b>2,649.7</b>	<b>2,594.1</b>	<b>2,249.0</b>	<b>2,028.2</b>	<b>-10%</b>	<b>-6%</b>
	Community and Technical College	General Funds	5,560.2	5,679.7	5,980.8	6,395.7	6,812.7	6,294.3	-8%	13%
		Federal Receipts	113.6			116.6	276.7	349.7	26%	208%
		Student Tuition & Fees	5,202.5	6,008.0	6,408.1	6,601.9	6,538.1	6,401.7	-2%	23%
		Indirect Cost Recovery			2.2	0.0	2.0	7.1	256%	N/A
		U of A Receipts	559.3	487.2	477.4	403.1	647.2	469.4	-27%	-16%
		State Inter-Agency Receipts	80.1	106.4	60.2	(0.1)			N/A	-100%
		UA Intra-Agency Transfers	413.4	93.5	159.1	404.4	1.5	5.0	243%	-99%
	<b>Community and Technical College Total</b>		<b>11,929.2</b>	<b>12,374.9</b>	<b>13,087.8</b>	<b>13,921.5</b>	<b>14,278.1</b>	<b>13,527.3</b>	<b>-5%</b>	<b>13%</b>
	Kuskokwim Campus	General Funds	2,819.1	3,239.1	3,294.2	3,369.6	3,397.3	3,231.1	-5%	15%
		Federal Receipts	1,591.0	1,621.7	963.9	794.1	1,076.5	1,264.3	17%	-21%
		Student Tuition & Fees	505.8	606.0	640.4	639.5	644.3	661.0	3%	31%
		Indirect Cost Recovery	83.8	91.3	75.9	56.9	79.2	56.5	-29%	-33%
		Auxiliary Receipts	515.8	453.1	325.9	322.5	296.1	173.2	-41%	-66%
		U of A Receipts	316.1	238.9	317.5	379.3	275.6	194.7	-29%	-38%
		State Inter-Agency Receipts	264.9	315.4	245.6	239.7	249.3	6.5	-97%	-98%
		UA Intra-Agency Transfers	13.0	17.1	18.1	43.1	7.2	7.2	0%	-44%
	<b>Kuskokwim Campus Total</b>		<b>6,109.5</b>	<b>6,582.6</b>	<b>5,881.5</b>	<b>5,844.5</b>	<b>6,025.5</b>	<b>5,594.7</b>	<b>-7%</b>	<b>-8%</b>
	Northwest Campus	General Funds	1,680.0	1,957.0	1,801.9	1,786.4	1,768.9	1,622.2	-8%	-3%
		Federal Receipts	860.6	687.5	904.4	713.8	870.2	888.0	2%	3%
		Student Tuition & Fees	241.0	291.0	268.3	256.9	280.1	288.5	3%	20%
		Indirect Cost Recovery	20.6	21.4	27.7	25.1	34.0	41.2	21%	100%
		Auxiliary Receipts	16.5	24.3	16.5	12.4	14.9	12.5	-16%	-24%
		U of A Receipts	0.2	0.8	0.1	21.8	5.3	9.8	85%	4803%
		UA Intra-Agency Transfers			10.0	6.6			N/A	N/A
	<b>Northwest Campus Total</b>		<b>2,818.9</b>	<b>2,982.1</b>	<b>3,028.8</b>	<b>2,822.8</b>	<b>2,973.4</b>	<b>2,862.2</b>	<b>-4%</b>	<b>2%</b>
	Rural College	General Funds	5,488.5	5,307.6	6,011.2	5,652.5	5,863.8	5,806.0	-1%	6%
		Federal Receipts	951.3	1,210.5	912.8	200.3	285.5	295.6	4%	-69%
		Student Tuition & Fees	4,836.7	1,431.1	1,658.8	1,532.8	1,615.9	1,482.1	-8%	-69%
		Indirect Cost Recovery	74.2	140.6	157.0	137.2	144.8	142.4	-2%	92%
		Auxiliary Receipts	1,150.4	1,019.5	979.4	645.5	421.4	356.7	-15%	-69%
		U of A Receipts	700.5	351.4	387.2	432.1	551.3	651.5	18%	-7%
		State Inter-Agency Receipts	72.7	38.2	154.2	174.7	142.2	142.0	0%	95%
		UA Intra-Agency Transfers	342.3	561.4	286.1	60.2	160.3	13.2	-92%	-96%
		Federal Stimulus--ARRA2009	45.3						N/A	-100%
	<b>Rural College Total</b>		<b>13,661.8</b>	<b>10,060.2</b>	<b>10,546.6</b>	<b>8,835.2</b>	<b>9,185.1</b>	<b>8,889.5</b>	<b>-3%</b>	<b>-35%</b>

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

			FY10	FY11	FY12	FY13	FY14	FY15		
VC LEVEL	UNIT	Revenue Source	Revenue	Revenue	Revenue	Revenue	Revenue	Revenue	% Change FY14-15	% Change FY10-15
VC Rural, Community & Native Educ	Interior Alaska Campus	General Funds	1,952.3	1,896.0	1,813.3	2,147.5	2,059.9	2,144.4	4%	10%
		Federal Receipts	2,207.8	2,688.7	2,449.4	1,723.7	1,626.1	1,322.5	-19%	-40%
		Student Tuition & Fees	607.4	540.9	642.7	621.6	509.5	450.3	-12%	-26%
		Indirect Cost Recovery	168.8	161.9	145.0	135.2	95.5	88.4	-7%	-48%
		Auxiliary Receipts	4.1						N/A	-100%
		U of A Receipts	324.2	600.6	639.7	939.1	507.5	405.8	-20%	25%
		State Inter-Agency Receipts	121.4	152.6	134.1	146.5	355.5	258.0	-27%	112%
		UA Intra-Agency Transfers	186.8	109.1	114.1	113.1			N/A	-100%
	<b>Interior Alaska Campus Total</b>		<b>5,572.9</b>	<b>6,149.7</b>	<b>5,938.1</b>	<b>5,826.6</b>	<b>5,154.0</b>	<b>4,669.4</b>	<b>-9%</b>	<b>-16%</b>
<b>VC Rural, Community &amp; Native Educ Total</b>			<b>46,189.8</b>	<b>43,894.6</b>	<b>45,562.4</b>	<b>44,473.2</b>	<b>43,689.4</b>	<b>41,697.9</b>	<b>-5%</b>	<b>-10%</b>
VC University & Student Advancement	VCUSA Admin & Central Support	General Funds	1,313.1	1,219.3	1,570.5	1,374.7	608.3	837.6	38%	-36%
		Federal Receipts	637.3	772.1	414.5	0.4	(0.7)		-100%	-100%
		Student Tuition & Fees	648.7	379.7	419.4	399.2	572.0	258.6	-55%	-60%
		Indirect Cost Recovery		13.7	15.9	0.0	(0.0)	0.5	-1742%	N/A
		U of A Receipts	58.4	105.1	222.8	129.7	121.5	165.3	36%	183%
		State Inter-Agency Receipts	6.9	(6.9)				8.7	N/A	27%
		UA Intra-Agency Transfers		0.1	0.9	0.1	0.5		-100%	N/A
	<b>VCUSA Admin &amp; Central Support Total</b>		<b>2,664.3</b>	<b>2,483.1</b>	<b>2,644.0</b>	<b>1,904.2</b>	<b>1,301.6</b>	<b>1,270.8</b>	<b>-2%</b>	<b>-52%</b>
	UAF Student Services	General Funds	4,294.7	4,255.2	4,126.3	4,177.4	4,803.4	4,237.7	-12%	-1%
		Federal Receipts	4,321.1	7,987.5	7,780.6	7,953.1	7,848.7	7,302.1	-7%	69%
		Student Tuition & Fees	4,451.1	5,082.8	5,057.2	5,032.0	4,836.1	5,184.6	7%	16%
		Indirect Cost Recovery	5.9	13.5	5.3	17.2	1.9	(0.2)	-113%	-104%
		Auxiliary Receipts	8,164.7	8,305.0	8,449.5	8,424.9	9,353.8	9,390.1	0%	15%
		U of A Receipts	680.2	668.7	1,040.7	1,142.5	939.0	898.1	-4%	32%
		State Inter-Agency Receipts			11.0				N/A	N/A
		UA Intra-Agency Transfers	108.7	149.8	116.9	172.8	179.4	170.9	-5%	57%
		Federal Stimulus--ARRA2009	1,486.7						N/A	-100%
		Interest Income	0.0						N/A	-100%
	<b>UAF Student Services Total</b>		<b>23,513.2</b>	<b>26,462.5</b>	<b>26,587.4</b>	<b>26,919.8</b>	<b>27,962.3</b>	<b>27,183.3</b>	<b>-3%</b>	<b>16%</b>
	UAF Advancement & Outreach	General Funds	6,612.1	6,965.4	7,163.4	7,529.5	8,449.8	8,023.6	-5%	21%
		Federal Receipts	0.6			1.4	(0.0)		-100%	-100%
		Student Tuition & Fees	1,026.0	1,057.6	1,089.4	1,019.5	939.6	1,147.4	22%	12%
		U of A Receipts	4,398.1	3,393.4	3,761.8	3,981.6	3,619.7	3,286.4	-9%	-25%
		State Inter-Agency Receipts	329.0	349.3	365.8	244.7	242.6	241.4	0%	-27%
		UA Intra-Agency Transfers	288.0	265.5	222.1	216.1	11.3	6.3	-44%	-98%
	<b>UAF Advancement &amp; Outreach Total</b>		<b>12,653.9</b>	<b>12,031.3</b>	<b>12,602.6</b>	<b>12,992.7</b>	<b>13,263.0</b>	<b>12,705.1</b>	<b>-4%</b>	<b>0%</b>
<b>VC University &amp; Student Advancement Total</b>			<b>38,831.4</b>	<b>40,976.9</b>	<b>41,834.1</b>	<b>41,816.7</b>	<b>42,526.9</b>	<b>41,159.2</b>	<b>-3%</b>	<b>6%</b>
Vice Chancellor for Admin. Services	UAF Financial Services	General Funds	1,684.0	1,920.7	1,997.1	2,080.9	2,043.2	1,612.9	-21%	-4%
		Student Tuition & Fees	356.8	909.0	827.8	883.5	920.7	901.7	-2%	153%
		Indirect Cost Recovery	1,664.6	1,038.3	1,038.2	1,038.2	1,038.2	1,038.2	0%	-38%
		Auxiliary Receipts	6,150.6	5,840.5	6,057.2	6,335.2	6,175.2	6,502.0	5%	6%
		U of A Receipts	3,346.9	4,696.4	3,075.3	3,831.9	3,459.2	1,423.4	-59%	-57%
		UA Intra-Agency Transfers	1,267.9	1,287.8	729.7	581.8	526.4	600.7	14%	-53%
		Interest Income	0.1	0.3	0.0	0.0	0.3	0.1	-46%	21%
	<b>UAF Financial Services Total</b>		<b>14,470.9</b>	<b>15,692.8</b>	<b>13,725.4</b>	<b>14,751.4</b>	<b>14,163.3</b>	<b>12,079.0</b>	<b>-15%</b>	<b>-17%</b>
	UAF VCAS Operations	General Funds	1,270.5	1,166.3	1,462.0	519.2	624.8	487.9	-22%	-62%
		Indirect Cost Recovery	33.3	37.3	32.3				N/A	-100%
		U of A Receipts	43.4	126.2	167.2	271.8	112.1	186.5	66%	330%
		UA Intra-Agency Transfers	765.2	824.7	807.2	782.0	785.8	403.1	-49%	-47%
	<b>UAF VCAS Operations Total</b>		<b>2,112.4</b>	<b>2,154.5</b>	<b>2,468.6</b>	<b>1,573.0</b>	<b>1,522.7</b>	<b>1,077.4</b>	<b>-29%</b>	<b>-49%</b>
	UAF VCAS Business Operations	General Funds	2,940.9	2,902.9	2,951.6	2,927.4	2,731.1	3,473.9	27%	18%
		Student Tuition & Fees		158.6	158.6	158.6	158.6	158.6	0%	N/A
		Indirect Cost Recovery	173.2	148.2	148.2	148.2	148.2	148.2	0%	-14%
		U of A Receipts	218.7	184.7	206.3	207.4	279.9	314.0	12%	44%
		UA Intra-Agency Transfers				4.0			N/A	N/A
	<b>UAF VCAS Business Operations Total</b>		<b>3,332.8</b>	<b>3,394.4</b>	<b>3,464.7</b>	<b>3,445.6</b>	<b>3,317.8</b>	<b>4,094.7</b>	<b>23%</b>	<b>23%</b>

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

VC LEVEL	UNIT	Revenue Source	FY10	FY11	FY12	FY13	FY14	FY15	% Change FY14-15	% Change FY10-15
			Revenue	Revenue	Revenue	Revenue	Revenue	Revenue		
Vice Chancellor for Admin. Services	Facilities Services	General Funds	16,928.4	16,968.4	14,877.1	15,346.7	17,053.5	16,605.5	-3%	-2%
		Federal Receipts	72.0	48.3	90.2	72.0	72.0	72.0	0%	0%
		Indirect Cost Recovery	3,482.8	3,367.8	3,142.7	2,975.7	2,751.4	2,827.7	3%	-19%
		Auxiliary Receipts	801.9	780.2	813.0	826.7			N/A	-100%
		U of A Receipts	534.5	448.3	631.3	578.6	615.9	531.4	-14%	-1%
		State Inter-Agency Receipts					4.8		-100%	N/A
		UA Intra-Agency Transfers	21,362.2	21,676.9	23,465.0	23,857.8	22,691.2	22,575.4	-1%	6%
		CIP Receipts	1,019.5	1,338.3	2,635.0	1,639.9	1,891.9	2,144.7	13%	110%
		Interest Income	0.2	0.1	0.1	0.1	0.0	0.1	397%	-66%
	<b>Facilities Services Total</b>		<b>44,201.4</b>	<b>44,628.3</b>	<b>45,654.4</b>	<b>45,297.4</b>	<b>45,080.7</b>	<b>44,756.7</b>	<b>-1%</b>	<b>1%</b>
	UAF Safety Services	General Funds	3,369.3	3,395.9	3,426.1	3,877.8	3,875.9	3,641.9	-6%	8%
		Federal Receipts	43.1	54.5	65.4	22.0	23.3	8.6	-63%	-80%
		Indirect Cost Recovery	268.6	269.6	269.6	301.9	301.9	301.9	0%	12%
		U of A Receipts	2,347.4	2,112.1	2,310.1	2,352.2	2,381.7	2,419.9	2%	3%
		State Inter-Agency Receipts	5.0	10.0	3.1	1.9			N/A	-100%
		UA Intra-Agency Transfers	129.7	109.3	115.8	106.8	110.9	191.4	73%	48%
		CIP Receipts	7.5	6.3	(0.0)				N/A	-100%
	<b>UAF Safety Services Total</b>		<b>6,170.6</b>	<b>5,957.6</b>	<b>6,190.1</b>	<b>6,662.5</b>	<b>6,693.7</b>	<b>6,563.7</b>	<b>-2%</b>	<b>6%</b>
<b>Vice Chancellor for Admin. Services Total</b>			<b>70,288.1</b>	<b>71,827.7</b>	<b>71,503.3</b>	<b>71,729.9</b>	<b>70,778.2</b>	<b>68,571.6</b>	<b>-3%</b>	<b>-2%</b>
Vice Chancellor for Research	Geophysical Institute	General Funds	5,377.8	5,319.3	6,044.5	7,555.9	8,408.2	8,183.9	-3%	52%
		Federal Receipts	29,740.5	27,576.9	21,312.4	20,751.9	19,456.3	20,016.6	3%	-33%
		Indirect Cost Recovery	5,534.3	5,404.3	4,716.1	4,517.2	4,463.8	4,653.6	4%	-16%
		U of A Receipts	4,994.5	5,916.7	7,567.4	6,778.7	6,168.5	5,810.7	-6%	16%
		State Inter-Agency Receipts	582.9	631.7	363.9	312.1	457.2	352.9	-23%	-39%
		UA Intra-Agency Transfers	2,185.3	3,292.8	3,007.1	1,159.1	1,249.3	865.9	-31%	-60%
		CIP Receipts		195.2	229.4	545.8	288.4	831.1	188%	N/A
		Federal Stimulus--ARRA2009	1,862.9	3,367.7	2,781.9	1,606.6	461.3	111.8	-76%	-94%
		Interest Income		0.6	0.8		0.7	2.0	205%	N/A
		RSA - Capital 91 Authority	26.7						N/A	-100%
	<b>Geophysical Institute Total</b>		<b>50,304.8</b>	<b>51,705.2</b>	<b>46,023.6</b>	<b>43,227.2</b>	<b>40,953.6</b>	<b>40,828.6</b>	<b>0%</b>	<b>-19%</b>
	Institute of Arctic Biology	General Funds	3,640.0	3,925.0	3,619.7	3,744.9	3,416.6	3,559.9	4%	-2%
		Federal Receipts	12,481.0	12,279.0	14,518.3	11,713.1	9,993.1	9,457.4	-5%	-24%
		Indirect Cost Recovery	2,767.9	2,629.6	2,673.5	2,307.9	1,993.5	2,169.4	9%	-22%
		U of A Receipts	2,389.3	2,409.5	2,640.7	2,047.9	2,413.7	1,945.0	-19%	-19%
		State Inter-Agency Receipts	353.1	375.8	200.0	315.3	558.8	375.5	-33%	6%
		UA Intra-Agency Transfers	908.7	1,024.3	772.2	460.8	557.8	500.5	-10%	-45%
		CIP Receipts	0.9	52.6	0.8	225.3	584.5	551.3	-6%	59194%
		Federal Stimulus--ARRA2009	631.4	1,428.7	847.4	371.6	118.6		-100%	-100%
		RSA - Capital 91 Authority	154.9						N/A	-100%
	<b>Institute of Arctic Biology Total</b>		<b>23,327.4</b>	<b>24,124.7</b>	<b>25,272.5</b>	<b>21,186.8</b>	<b>19,636.7</b>	<b>18,559.0</b>	<b>-5%</b>	<b>-20%</b>
	Intl Arctic Research Center	General Funds	1,587.9	1,447.8	1,680.2	1,961.2	1,900.4	1,515.9	-20%	-5%
		Federal Receipts	3,599.4	4,624.4	5,375.0	7,415.7	8,763.7	5,796.6	-34%	61%
		Indirect Cost Recovery	1,229.5	1,288.1	1,401.2	1,887.9	1,811.1	1,190.9	-34%	-3%
		U of A Receipts	3,503.6	2,699.1	3,247.4	3,423.6	2,850.2	1,330.1	-53%	-62%
		State Inter-Agency Receipts		63.8	(22.3)	(1.8)	36.6	51.5	41%	N/A
		UA Intra-Agency Transfers		0.8	54.9	25.7	20.9	1.8	-92%	N/A
		CIP Receipts	282.8	231.3	315.7	343.5	775.3	628.7	-19%	122%
		Federal Stimulus--ARRA2009	244.9	264.1	260.6	150.2	13.5		-100%	-100%
	<b>Intl Arctic Research Center Total</b>		<b>10,448.1</b>	<b>10,619.5</b>	<b>12,312.7</b>	<b>15,205.9</b>	<b>16,171.7</b>	<b>10,515.4</b>	<b>-35%</b>	<b>1%</b>
	Vice Chancellor for Research	General Funds	2,807.1	1,500.0	1,532.1	1,456.1	1,547.6	1,736.7	12%	-38%
		Federal Receipts	798.0	419.0	725.3	375.9	173.6		-100%	-100%
		Indirect Cost Recovery	759.3	394.1	454.5	481.3	586.9	415.1	-29%	-45%
		U of A Receipts	623.0	182.2	392.9	420.6	131.9	4.3	-97%	-99%
		UA Intra-Agency Transfers	11.2	10.0	20.0	21.3	10.0		-100%	-100%
		Federal Stimulus--ARRA2009	21.5	183.4	243.7	40.5			N/A	-100%
	<b>Vice Chancellor for Research Total</b>		<b>5,020.3</b>	<b>2,688.7</b>	<b>3,368.5</b>	<b>2,795.7</b>	<b>2,450.0</b>	<b>2,156.1</b>	<b>-12%</b>	<b>-57%</b>

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

			FY10	FY11	FY12	FY13	FY14	FY15		
VC LEVEL	UNIT	Revenue Source	Revenue	Revenue	Revenue	Revenue	Revenue	Revenue	% Change FY14-15	% Change FY10-15
Vice Chancellor for Research	VCR Development Programs & Projects	General Funds	215.6	1,030.0	1,846.6	2,058.5	1,994.0	1,962.7	-2%	810%
		Federal Receipts	2,126.5	766.7	468.8	1,329.8	1,570.2	1,463.2	-7%	-31%
		Indirect Cost Recovery	237.0	79.5	41.6	239.7	350.8	314.6	-10%	33%
		U of A Receipts	7.1	27.1	73.3	73.6	89.6	112.9	26%	1493%
		UA Intra-Agency Transfers	32.9	20.4	110.7	127.0	158.7	104.2	-34%	217%
		<b>VCR Development Programs &amp; Projects Total</b>	<b>2,619.1</b>	<b>1,923.8</b>	<b>2,541.1</b>	<b>3,828.6</b>	<b>4,163.2</b>	<b>3,957.6</b>	<b>-5%</b>	<b>51%</b>
<b>Vice Chancellor for Research Total</b>			<b>91,719.7</b>	<b>91,061.9</b>	<b>89,518.3</b>	<b>86,244.3</b>	<b>83,375.2</b>	<b>76,016.7</b>	<b>-9%</b>	<b>-17%</b>
<b>Grand Total</b>			<b>413,445.4</b>	<b>465,640.6</b>	<b>500,836.5</b>	<b>474,752.4</b>	<b>458,727.6</b>	<b>442,985.2</b>	<b>-3%</b>	<b>7%</b>



**Revenue by Allocation (Campus)**  
**1.C.1**

<b>Allocation</b>	<b>2010 Revenue</b>	<b>2011 Revenue</b>	<b>2012 Revenue</b>	<b>2013 Revenue</b>	<b>2014 Revenue</b>	<b>2015 Revenue</b>	<b>% Change FY14-15</b>	<b>% Change FY10-15</b>
Bristol Bay Campus	\$3,895.6	\$3,784.8	\$4,378.1	\$4,632.8	\$3,904.0	\$4,156.4	6%	7%
Chukchi Campus	\$2,136.3	\$1,902.3	\$2,622.0	\$2,580.2	\$2,247.4	\$2,073.9	-8%	-3%
Co-op Extension Svcs	\$8,215.3	\$8,491.4	\$8,919.3	\$9,408.8	\$9,934.8	\$8,627.7	-13%	5%
Fairbanks Campus	\$221,566.9	\$262,335.0	\$299,959.8	\$281,949.0	\$271,198.8	\$264,935.8	-2%	20%
Interior Alaska Campus	\$5,504.8	\$6,103.2	\$5,898.7	\$5,831.4	\$5,176.3	\$4,743.7	-8%	-14%
Kuskokwim Campus	\$6,062.0	\$6,487.4	\$5,791.1	\$5,840.9	\$6,069.3	\$5,675.3	-6%	-6%
Northwest Campus	\$2,921.2	\$3,012.3	\$3,005.7	\$2,851.9	\$3,042.5	\$2,967.7	-2%	2%
Rural College	\$13,280.9	\$13,506.3	\$14,319.8	\$8,703.9	\$9,312.7	\$9,167.2	-2%	-31%
UAF Comm Tech College	\$11,659.8	\$12,119.0	\$12,477.0	\$13,413.6	\$13,607.2	\$13,023.4	-4%	12%
UAF Organized Research	\$138,202.6	\$147,899.1	\$143,465.0	\$139,540.0	\$134,234.5	\$127,613.9	-5%	-8%
	<b>\$413,445.4</b>	<b>\$465,640.6</b>	<b>\$500,836.5</b>	<b>\$474,752.4</b>	<b>\$458,727.6</b>	<b>\$442,985.2</b>	<b>-3%</b>	<b>7%</b>

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

			FY10		FY11		FY12		FY13		FY14		FY15			
Allocation	FUND TYPE	Revenue Source	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	% Change FY14-15	% Change FY10-15
Bristol Bay Campus	Unrestricted	General Funds	1,372.2	0.3%	1,432.3	0.3%	1,484.1	0.3%	1,589.9	0.3%	1,644.5	0.4%	1,638.5	0.4%	0%	19%
		Student Tuition & Fees	353.5	0.1%	355.5	0.1%	422.5	0.1%	423.0	0.1%	343.0	0.1%	425.1	0.1%	24%	20%
		Indirect Cost Recovery	95.6	0.0%	62.3	0.0%	112.6	0.0%	122.5	0.0%	94.0	0.0%	87.3	0.0%	-7%	-9%
		U of A Receipts	31.5	0.0%	31.9	0.0%	127.6	0.0%	53.1	0.0%	101.9	0.0%	150.8	0.0%	48%	379%
		UA Intra-Agency Transfers		0.0%	37.9	0.0%		0.0%	34.6	0.0%		0.0%		0.0%	N/A	N/A
	Unrestricted Total		1,852.7	0.4%	1,919.9	0.4%	2,146.7	0.4%	2,223.1	0.5%	2,183.4	0.5%	2,301.8	0.5%	5%	24%
	Restricted	Federal Receipts	1,836.6	0.4%	1,631.0	0.4%	1,908.3	0.4%	2,215.1	0.5%	1,363.5	0.3%	1,571.3	0.4%	15%	-14%
		U of A Receipts	59.7	0.0%	85.9	0.0%	210.0	0.0%	81.6	0.0%	62.6	0.0%	131.3	0.0%	110%	120%
		State Inter-Agency Receipts	136.2	0.0%	148.0	0.0%	113.1	0.0%	113.0	0.0%	275.9	0.1%	150.6	0.0%	-45%	11%
		CIP Receipts		0.0%		0.0%		0.0%		0.0%	18.7	0.0%	1.5	0.0%	-92%	N/A
Restricted Total		2,032.5	0.5%	1,864.8	0.4%	2,231.4	0.4%	2,409.7	0.5%	1,720.6	0.4%	1,854.6	0.4%	8%	-9%	
Auxiliary	Auxiliary Receipts	10.4	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	N/A	-100%	
Auxiliary Total		10.4	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	N/A	-100%	
Bristol Bay Campus Total			3,895.6	0.9%	3,784.8	0.8%	4,378.1	0.9%	4,632.8	1.0%	3,904.0	0.9%	4,156.4	0.9%	6%	7%
Chukchi Campus	Unrestricted	General Funds	1,004.9	0.2%	1,050.1	0.2%	1,067.0	0.2%	1,092.1	0.2%	1,135.5	0.2%	1,058.6	0.2%	-7%	5%
		Student Tuition & Fees	149.9	0.0%	136.9	0.0%	187.7	0.0%	177.4	0.0%	163.7	0.0%	127.5	0.0%	-22%	-15%
		Indirect Cost Recovery	9.8	0.0%	6.9	0.0%	14.1	0.0%	9.0	0.0%	10.4	0.0%	11.7	0.0%	12%	19%
		U of A Receipts	5.0	0.0%	1.1	0.0%	0.0	0.0%		0.0%	7.3	0.0%	1.5	0.0%	-80%	-71%
		UA Intra-Agency Transfers		0.0%		0.0%		0.0%	0.8	0.0%		0.0%		0.0%	N/A	N/A
	Unrestricted Total		1,169.5	0.3%	1,195.0	0.3%	1,268.8	0.3%	1,279.3	0.3%	1,316.9	0.3%	1,199.2	0.3%	-9%	3%
	Restricted	Federal Receipts	881.8	0.2%	583.9	0.1%	1,241.5	0.2%	1,167.5	0.2%	784.7	0.2%	815.0	0.2%	4%	-8%
		U of A Receipts	73.1	0.0%	118.1	0.0%	111.4	0.0%	133.3	0.0%	145.5	0.0%	59.4	0.0%	-59%	-19%
Restricted Total		954.9	0.2%	702.0	0.2%	1,352.9	0.3%	1,300.8	0.3%	930.2	0.2%	874.4	0.2%	-6%	-8%	
Auxiliary	Auxiliary Receipts	11.8	0.0%	5.3	0.0%	0.3	0.0%	0.1	0.0%	0.3	0.0%	0.2	0.0%	-30%	-98%	
Auxiliary Total		11.8	0.0%	5.3	0.0%	0.3	0.0%	0.1	0.0%	0.3	0.0%	0.2	0.0%	-30%	-98%	
Chukchi Campus Total			2,136.3	0.5%	1,902.3	0.4%	2,622.0	0.5%	2,580.2	0.5%	2,247.4	0.5%	2,073.9	0.5%	-8%	-3%
Interior Alaska Campus	Unrestricted	General Funds	1,977.8	0.5%	1,926.4	0.4%	1,850.9	0.4%	2,229.8	0.5%	2,144.2	0.5%	2,284.3	0.5%	7%	15%
		Student Tuition & Fees	513.9	0.1%	464.0	0.1%	565.7	0.1%	544.1	0.1%	447.5	0.1%	384.7	0.1%	-14%	-25%
		Indirect Cost Recovery	168.8	0.0%	161.9	0.0%	145.0	0.0%	135.2	0.0%	95.5	0.0%	88.4	0.0%	-7%	-48%
		U of A Receipts	186.8	0.0%	87.8	0.0%	306.8	0.1%	341.5	0.1%	350.5	0.1%	400.1	0.1%	14%	114%
		UA Intra-Agency Transfers	186.8	0.0%	109.1	0.0%	114.1	0.0%	113.1	0.0%		0.0%		0.0%	N/A	-100%
	Unrestricted Total		3,034.0	0.7%	2,749.1	0.6%	2,982.4	0.6%	3,363.7	0.7%	3,037.7	0.7%	3,157.5	0.7%	4%	4%
	Restricted	Federal Receipts	2,207.8	0.5%	2,688.7	0.6%	2,449.4	0.5%	1,723.7	0.4%	1,626.1	0.4%	1,322.5	0.3%	-19%	-40%
		U of A Receipts	137.4	0.0%	512.8	0.1%	332.9	0.1%	597.5	0.1%	157.0	0.0%	5.7	0.0%	-96%	-96%
State Inter-Agency Receipts		121.4	0.0%	152.6	0.0%	134.1	0.0%	146.5	0.0%	355.5	0.1%	258.0	0.1%	-27%	112%	
Restricted Total		2,466.7	0.6%	3,354.0	0.7%	2,916.3	0.6%	2,467.7	0.5%	2,138.6	0.5%	1,586.2	0.4%	-26%	-36%	
Auxiliary	Auxiliary Receipts	4.1	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	N/A	-100%	
Auxiliary Total		4.1	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	N/A	-100%	
Interior Alaska Campus Total			5,504.8	1.3%	6,103.2	1.3%	5,898.7	1.2%	5,831.4	1.2%	5,176.3	1.1%	4,743.7	1.1%	-8%	-14%
Kuskokwim Campus	Unrestricted	General Funds	2,895.5	0.7%	3,273.4	0.7%	3,325.1	0.7%	3,467.8	0.7%	3,555.7	0.8%	3,425.6	0.8%	-4%	18%
		Student Tuition & Fees	433.5	0.1%	519.4	0.1%	552.5	0.1%	563.1	0.1%	553.9	0.1%	567.5	0.1%	2%	31%
		Indirect Cost Recovery	83.8	0.0%	91.3	0.0%	75.9	0.0%	56.9	0.0%	79.2	0.0%	56.5	0.0%	-29%	-33%
		U of A Receipts	172.2	0.0%	79.2	0.0%	159.6	0.0%	90.6	0.0%	205.0	0.0%	151.4	0.0%	-26%	-12%
		UA Intra-Agency Transfers	13.0	0.0%	17.1	0.0%	18.1	0.0%	43.1	0.0%	7.2	0.0%	7.2	0.0%	0%	-44%
	Unrestricted Total		3,597.9	0.9%	3,980.3	0.9%	4,131.2	0.8%	4,221.5	0.9%	4,401.0	1.0%	4,208.2	0.9%	-4%	17%
	Restricted	Federal Receipts	1,591.0	0.4%	1,621.7	0.3%	963.9	0.2%	794.1	0.2%	1,076.5	0.2%	1,264.3	0.3%	17%	-21%
		U of A Receipts	144.0	0.0%	159.8	0.0%	157.9	0.0%	288.6	0.1%	70.6	0.0%	43.3	0.0%	-39%	-70%
State Inter-Agency Receipts		264.9	0.1%	315.4	0.1%	245.6	0.0%	239.7	0.1%	249.3	0.1%	6.5	0.0%	-97%	-98%	
Restricted Total		1,999.9	0.5%	2,096.9	0.5%	1,367.4	0.3%	1,322.4	0.3%	1,396.3	0.3%	1,314.2	0.3%	-6%	-34%	
Auxiliary	Auxiliary Receipts	464.2	0.1%	410.1	0.1%	292.6	0.1%	297.1	0.1%	272.0	0.1%	152.9	0.0%	-44%	-67%	
Auxiliary Total		464.2	0.1%	410.1	0.1%	292.6	0.1%	297.1	0.1%	272.0	0.1%	152.9	0.0%	-44%	-67%	
Kuskokwim Campus Total			6,062.0	1.5%	6,487.4	1.4%	5,791.1	1.2%	5,840.9	1.2%	6,069.3	1.3%	5,675.3	1.3%	-6%	-6%

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

			FY10		FY11		FY12		FY13		FY14		FY15			
Allocation	FUND TYPE	Revenue Source	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	% Change FY14-15	% Change FY10-15
Northwest Campus	Unrestricted	General Funds	1,818.8	0.4%	2,037.8	0.4%	1,816.1	0.4%	1,856.5	0.4%	1,876.7	0.4%	1,773.6	0.4%	-5%	-2%
		Student Tuition & Fees	204.5	0.0%	240.4	0.1%	230.9	0.0%	215.8	0.0%	241.4	0.1%	242.6	0.1%	0%	19%
		Indirect Cost Recovery	20.6	0.0%	21.4	0.0%	27.7	0.0%	25.1	0.0%	34.0	0.0%	41.2	0.0%	21%	100%
		U of A Receipts	0.2	0.0%	0.8	0.0%	0.1	0.0%	6.7	0.0%	2.2	0.0%	9.6	0.0%	342%	4677%
		UA Intra-Agency Transfers		0.0%		0.0%	10.0	0.0%	6.6	0.0%		0.0%		0.0%	N/A	N/A
	Unrestricted Total		2,044.0	0.5%	2,300.5	0.5%	2,084.7	0.4%	2,110.7	0.4%	2,154.3	0.5%	2,067.0	0.5%	-4%	1%
	Restricted	Federal Receipts	860.6	0.2%	687.5	0.1%	904.4	0.2%	713.8	0.2%	870.2	0.2%	888.0	0.2%	2%	3%
U of A Receipts			0.0%		0.0%		0.0%	15.1	0.0%	3.2	0.0%	0.3	0.0%	-92%	N/A	
Restricted Total		860.6	0.2%	687.5	0.1%	904.4	0.2%	728.8	0.2%	873.4	0.2%	888.3	0.2%	2%	3%	
Auxiliary	Auxiliary Receipts	16.5	0.0%	24.3	0.0%	16.5	0.0%	12.4	0.0%	14.9	0.0%	12.5	0.0%	-16%	-24%	
Auxiliary Total		16.5	0.0%	24.3	0.0%	16.5	0.0%	12.4	0.0%	14.9	0.0%	12.5	0.0%	-16%	-24%	
Northwest Campus Total			2,921.2	0.7%	3,012.3	0.6%	3,005.7	0.6%	2,851.9	0.6%	3,042.5	0.7%	2,967.7	0.7%	-2%	2%
Rural College	Unrestricted	General Funds	5,593.0	1.4%	5,399.0	1.2%	6,505.9	1.3%	6,133.9	1.3%	6,182.4	1.3%	6,262.0	1.4%	1%	12%
		Student Tuition & Fees	4,315.4	1.0%	4,718.1	1.0%	4,937.2	1.0%	926.3	0.2%	1,432.5	0.3%	1,303.8	0.3%	-9%	-70%
		Indirect Cost Recovery	74.2	0.0%	140.6	0.0%	157.0	0.0%	137.2	0.0%	144.8	0.0%	142.4	0.0%	-2%	92%
		U of A Receipts	104.9	0.0%	12.9	0.0%	100.4	0.0%	27.6	0.0%	5.7	0.0%	49.1	0.0%	760%	-53%
		UA Intra-Agency Transfers	378.0	0.1%	628.6	0.1%	286.1	0.1%	60.2	0.0%	160.3	0.0%	13.2	0.0%	-92%	-97%
	Unrestricted Total		10,465.5	2.5%	10,899.2	2.3%	11,986.5	2.4%	7,285.2	1.5%	7,925.7	1.7%	7,770.5	1.8%	-2%	-26%
	Restricted	Federal Receipts	951.3	0.2%	1,210.5	0.3%	912.8	0.2%	200.3	0.0%	285.5	0.1%	295.6	0.1%	4%	-69%
		U of A Receipts	595.7	0.1%	339.0	0.1%	287.0	0.1%	398.2	0.1%	545.5	0.1%	602.4	0.1%	10%	1%
		State Inter-Agency Receipts	72.7	0.0%	38.2	0.0%	154.2	0.0%	174.7	0.0%	142.2	0.0%	142.0	0.0%	0%	95%
		Federal Stimulus--ARRA2009	45.3	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	N/A	-100%
Restricted Total		1,665.0	0.4%	1,587.6	0.3%	1,353.9	0.3%	773.2	0.2%	973.3	0.2%	1,040.0	0.2%	7%	-38%	
Auxiliary	Auxiliary Receipts	1,150.4	0.3%	1,019.5	0.2%	979.4	0.2%	645.5	0.1%	413.7	0.1%	356.7	0.1%	-14%	-69%	
Auxiliary Total		1,150.4	0.3%	1,019.5	0.2%	979.4	0.2%	645.5	0.1%	413.7	0.1%	356.7	0.1%	-14%	-69%	
Rural College Total			13,280.9	3.2%	13,506.3	2.9%	14,319.8	2.9%	8,703.9	1.8%	9,312.7	2.0%	9,167.2	2.1%	-2%	-31%
UAF Comm Tech College	Unrestricted	General Funds	5,885.6	1.4%	6,089.5	1.3%	6,052.7	1.2%	6,579.9	1.4%	6,876.4	1.5%	6,559.8	1.5%	-5%	11%
		Student Tuition & Fees	4,607.8	1.1%	5,342.4	1.1%	5,725.4	1.1%	5,909.7	1.2%	5,803.5	1.3%	5,632.4	1.3%	-3%	22%
		Indirect Cost Recovery		0.0%		0.0%	2.2	0.0%	0.0	0.0%	2.0	0.0%	7.1	0.0%	256%	N/A
		U of A Receipts	291.8	0.1%	284.0	0.1%	300.8	0.1%	264.8	0.1%	499.8	0.1%	307.0	0.1%	-39%	5%
		State Inter-Agency Receipts	2.0	0.0%	3.3	0.0%		0.0%		0.0%		0.0%		0.0%	N/A	-100%
		UA Intra-Agency Transfers	413.4	0.1%	93.5	0.0%	159.1	0.0%	404.4	0.1%	1.5	0.0%	5.0	0.0%	243%	-99%
	Unrestricted Total		11,200.7	2.7%	11,812.7	2.5%	12,240.2	2.4%	13,158.7	2.8%	13,183.1	2.9%	12,511.4	2.8%	-5%	12%
	Restricted	Federal Receipts	113.6	0.0%		0.0%		0.0%	116.6	0.0%	276.7	0.1%	349.7	0.1%	26%	208%
U of A Receipts		267.5	0.1%	203.2	0.0%	176.6	0.0%	138.3	0.0%	147.4	0.0%	162.4	0.0%	10%	-39%	
Restricted Total		459.2	0.1%	306.3	0.1%	236.8	0.0%	254.8	0.1%	424.1	0.1%	512.1	0.1%	21%	12%	
UAF Comm Tech College Total			11,659.8	2.8%	12,119.0	2.6%	12,477.0	2.5%	13,413.6	2.8%	13,607.2	3.0%	13,023.4	2.9%	-4%	12%
Co-op Extension Svcs	Unrestricted	General Funds	4,308.4	1.0%	4,644.2	1.0%	4,756.8	0.9%	5,062.3	1.1%	5,113.9	1.1%	4,343.6	1.0%	-15%	1%
		Student Tuition & Fees		0.0%		0.0%	60.0	0.0%		0.0%	4.5	0.0%		0.0%	-100%	N/A
		Indirect Cost Recovery	156.5	0.0%	143.5	0.0%	178.0	0.0%	146.0	0.0%	105.5	0.0%	104.1	0.0%	-1%	-33%
		U of A Receipts	104.3	0.0%	161.1	0.0%	186.4	0.0%	165.6	0.0%	112.5	0.0%	218.0	0.0%	94%	109%
		UA Intra-Agency Transfers	4.4	0.0%	11.6	0.0%	18.2	0.0%	18.0	0.0%	5.5	0.0%	8.3	0.0%	50%	88%
	Unrestricted Total		4,573.6	1.1%	4,960.4	1.1%	5,199.3	1.0%	5,391.9	1.1%	5,341.9	1.2%	4,674.1	1.1%	-13%	2%
	Restricted	Federal Receipts	2,457.9	0.6%	2,266.3	0.5%	2,186.1	0.4%	2,591.5	0.5%	2,836.3	0.6%	2,612.4	0.6%	-8%	6%
		U of A Receipts	497.2	0.1%	556.6	0.1%	833.5	0.2%	666.3	0.1%	542.5	0.1%	557.4	0.1%	3%	12%
		State Inter-Agency Receipts	287.7	0.1%	349.3	0.1%	391.5	0.1%	323.4	0.1%	524.1	0.1%	193.2	0.0%	-63%	-33%
		UA Intra-Agency Transfers		0.0%	1.4	0.0%		0.0%	0.3	0.0%	2.5	0.0%	0.8	0.0%	-68%	N/A
CIP Receipts			0.0%		0.0%	20.0	0.0%	35.5	0.0%	36.3	0.0%	180.8	0.0%	398%	N/A	
Restricted Total		3,242.8	0.8%	3,173.5	0.7%	3,431.0	0.7%	3,617.1	0.8%	3,941.7	0.9%	3,544.6	0.8%	-10%	9%	
Designated	U of A Receipts	398.9	0.1%	357.4	0.1%	289.0	0.1%	399.8	0.1%	651.3	0.1%	409.1	0.1%	-37%	3%	
Designated Total		398.9	0.1%	357.4	0.1%	289.0	0.1%	399.8	0.1%	651.3	0.1%	409.1	0.1%	-37%	3%	
Co-op Extension Svcs Total			8,215.3	2.0%	8,491.4	1.8%	8,919.3	1.8%	9,408.8	2.0%	9,934.8	2.2%	8,627.7	1.9%	-13%	5%

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

			FY10		FY11		FY12		FY13		FY14		FY15			
Allocation	FUND TYPE	Revenue Source	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	Revenue	% of Total	% Change FY14-15	% Change FY10-15
Fairbanks Campus	Unrestricted	General Funds	107,779.4	26.1%	112,017.6	24.1%	116,557.7	23.3%	121,633.0	25.6%	130,094.5	28.4%	130,026.1	29.4%	0%	21%
		Federal Receipts	72.0	0.0%	72.0	0.0%	72.0	0.0%	72.0	0.0%	72.0	0.0%	72.0	0.0%	0%	0%
		Student Tuition & Fees	24,047.4	5.8%	26,551.9	5.7%	27,990.6	5.6%	32,851.6	6.9%	31,687.0	6.9%	33,727.2	7.6%	6%	40%
		Indirect Cost Recovery	10,310.4	2.5%	10,775.7	2.3%	9,570.0	1.9%	8,900.6	1.9%	8,468.6	1.8%	8,552.4	1.9%	1%	-17%
		U of A Receipts	9,435.8	2.3%	14,548.9	3.1%	9,325.5	1.9%	10,088.5	2.1%	9,683.6	2.1%	7,833.4	1.8%	-19%	-17%
		State Inter-Agency Receipts	5.0	0.0%	10.0	0.0%		0.0%	60.3	0.0%	30.4	0.0%		0.0%	-100%	-100%
		UA Intra-Agency Transfers	26,361.1	6.4%	26,893.2	5.8%	28,135.2	5.6%	28,463.1	6.0%	26,848.2	5.9%	26,558.5	6.0%	-1%	1%
		CIP Receipts	1,019.5	0.2%	1,338.3	0.3%	2,102.0	0.4%	1,639.9	0.3%	1,891.9	0.4%	2,144.7	0.5%	13%	110%
		Mental Hlth Trust Auth Receipts	25.0	0.0%	82.4	0.0%	213.7	0.0%	50.0	0.0%		0.0%		0.0%	N/A	-100%
		Interest Income	11.2	0.0%	(19.0)	0.0%	(2.3)	0.0%	(87.3)	0.0%	0.3	0.0%	0.2	0.0%	-27%	-98%
		GF/Mental Health Trust		0.0%		0.0%		0.0%		0.0%	50.0	0.0%	50.0	0.0%	0%	N/A
	Unrestricted Total		179,066.7	43.3%	192,271.0	41.3%	193,964.4	38.7%	203,671.7	42.9%	208,826.4	45.5%	208,964.5	47.2%	0%	17%
	Restricted	Federal Receipts	13,229.5	3.2%	17,725.3	3.8%	17,218.7	3.4%	19,890.1	4.2%	22,156.8	4.8%	21,222.4	4.8%	-4%	60%
		U of A Receipts	9,193.0	2.2%	8,331.5	1.8%	9,344.8	1.9%	9,289.1	2.0%	8,289.8	1.8%	8,124.0	1.8%	-2%	-12%
		State Inter-Agency Receipts	1,003.3	0.2%	740.3	0.2%	704.2	0.1%	640.1	0.1%	600.1	0.1%	849.9	0.2%	42%	-15%
		UA Intra-Agency Transfers	2.9	0.0%	37.7	0.0%	17.0	0.0%		0.0%	4.5	0.0%	10.4	0.0%	131%	256%
		CIP Receipts	14.6	0.0%	88.1	0.0%	681.8	0.1%	411.6	0.1%	465.9	0.1%	219.7	0.0%	-53%	1405%
		Federal Stimulus--ARRA2009	3,159.6	0.8%	27,451.2	5.9%	62,000.9	12.4%	31,759.9	6.7%	14,389.1	3.1%	8,874.0	2.0%	-38%	181%
	Restricted Total		26,602.9	6.4%	54,374.1	11.7%	89,967.3	18.0%	61,990.6	13.1%	45,906.2	10.0%	39,300.4	8.9%	-14%	48%
	Auxiliary	General Funds		0.0%		0.0%		0.0%		0.0%	200.0	0.0%	200.0	0.0%	0%	N/A
		Auxiliary Receipts	14,409.1	3.5%	14,232.8	3.1%	14,567.2	2.9%	14,814.0	3.1%	14,725.1	3.2%	14,759.3	3.3%	0%	2%
		U of A Receipts	7.0	0.0%	12.0	0.0%	10.0	0.0%	8.5	0.0%	11.6	0.0%	75.7	0.0%	550%	982%
		UA Intra-Agency Transfers		0.0%		0.0%		0.0%		0.0%		0.0%	4.4	0.0%	N/A	N/A
		Interest Income	0.0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	N/A	-100%
	Auxiliary Total		14,416.1	3.5%	14,244.8	3.1%	14,577.2	2.9%	14,822.4	3.1%	14,936.8	3.3%	15,039.4	3.4%	1%	4%
	Designated	U of A Receipts	1,481.1	0.4%	1,437.1	0.3%	1,450.9	0.3%	1,464.3	0.3%	1,529.4	0.3%	1,631.6	0.4%	7%	10%
	Designated Total		1,481.1	0.4%	1,437.1	0.3%	1,450.9	0.3%	1,464.3	0.3%	1,529.4	0.3%	1,631.6	0.4%	7%	10%
	Capital	RSA - Capital 91 Authority		0.0%	8.0	0.0%		0.0%		0.0%		0.0%		0.0%	N/A	N/A
	Capital Total			0.0%	8.0	0.0%		0.0%		0.0%		0.0%		0.0%	N/A	N/A
Fairbanks Campus Total			221,566.9	53.6%	262,335.0	56.3%	299,959.8	59.9%	281,949.0	59.4%	271,198.8	59.1%	264,935.8	59.8%	-2%	20%
UAF Organized Research	Unrestricted	General Funds	22,580.1	5.5%	22,722.3	4.9%	23,578.4	4.7%	25,008.2	5.3%	24,665.0	5.4%	26,687.6	6.0%	8%	18%
		Federal Receipts	20.0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	N/A	-100%
		Student Tuition & Fees		0.0%		0.0%		0.0%	30.7	0.0%	14.6	0.0%		0.0%	-100%	N/A
		Indirect Cost Recovery	13,903.8	3.4%	13,888.6	3.0%	13,922.0	2.8%	13,856.8	2.9%	13,614.6	3.0%	13,553.9	3.1%	0%	-3%
		U of A Receipts	2,380.0	0.6%	1,901.8	0.4%	1,639.6	0.3%	1,687.3	0.4%	1,545.7	0.3%	1,877.2	0.4%	21%	-21%
		UA Intra-Agency Transfers	3,448.7	0.8%	4,692.0	1.0%	4,448.4	0.9%	2,212.6	0.5%	2,501.5	0.5%	4,575.9	1.0%	83%	33%
		CIP Receipts	2,213.4	0.5%	5,131.9	1.1%	5,033.3	1.0%	5,277.6	1.1%	6,382.1	1.4%	5,266.8	1.2%	-17%	138%
		Interest Income		0.0%	0.6	0.0%	0.8	0.0%		0.0%	0.7	0.0%	12.4	0.0%	1768%	N/A
	Unrestricted Total		44,546.1	10.8%	48,337.1	10.4%	48,622.5	9.7%	48,073.2	10.1%	48,724.1	10.6%	51,973.9	11.7%	7%	17%
	Restricted	General Funds		0.0%		0.0%		0.0%	1,851.9	0.4%	3,053.1	0.7%	2,055.5	0.5%	-33%	N/A
		Federal Receipts	67,069.4	16.2%	68,599.8	14.7%	62,613.9	12.5%	58,643.7	12.4%	55,251.8	12.0%	52,629.2	11.9%	-5%	-22%
		Indirect Cost Recovery		0.0%	0.0	0.0%		0.0%		0.0%		0.0%		0.0%	N/A	N/A
		U of A Receipts	17,407.2	4.2%	18,629.5	4.0%	20,467.5	4.1%	18,887.0	4.0%	18,459.9	4.0%	14,283.5	3.2%	-23%	-18%
		State Inter-Agency Receipts	2,090.0	0.5%	2,134.1	0.5%	2,100.5	0.4%	848.9	0.2%	1,782.8	0.4%	1,870.2	0.4%	5%	-11%
		UA Intra-Agency Transfers	10.0	0.0%	15.2	0.0%	13.5	0.0%	42.3	0.0%	6.2	0.0%	(4.0)	0.0%	-164%	-140%
		CIP Receipts	712.6	0.2%	2,755.4	0.6%	3,036.5	0.6%	6,743.7	1.4%	5,879.6	1.3%	4,607.8	1.0%	-22%	547%
		Federal Stimulus--ARRA2009	3,050.2	0.7%	6,093.1	1.3%	6,017.1	1.2%	4,216.5	0.9%	1,011.1	0.2%	169.5	0.0%	-83%	-94%
	Restricted Total		90,339.3	21.9%	98,227.2	21.1%	94,249.0	18.8%	91,234.1	19.2%	85,444.6	18.6%	75,611.9	17.1%	-12%	-16%
	Designated	U of A Receipts	8.4	0.0%	0.0	0.0%		0.0%		0.0%		0.0%	10.1	0.0%	N/A	20%
	Designated Total		8.4	0.0%	0.0	0.0%		0.0%		0.0%		0.0%	10.1	0.0%	N/A	20%
	Capital	RSA - Capital 91 Authority	3,308.7	0.8%	1,334.7	0.3%	593.6	0.1%	232.7	0.0%	65.8	0.0%	18.0	0.0%	-73%	-99%
	Capital Total		3,308.7	0.8%	1,334.7	0.3%	593.6	0.1%	232.7	0.0%	65.8	0.0%	18.0	0.0%	-73%	-99%
UAF Organized Research Total			138,202.6	33.4%	147,899.1	31.8%	143,465.0	28.6%	139,540.0	29.4%	134,234.5	29.3%	127,613.9	28.8%	-5%	-8%
Grand Total			413,445.4	100.0%	465,640.6	100.0%	500,836.5	100.0%	474,752.4	100.0%	458,727.6	100.0%	442,985.2	100.0%	-3%	7%

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

	FY10		FY11		FY12		FY13		FY14		FY15			
NCHEMS	Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total	% Change FY14-15	% Change FY10-15
Academic Support	22,730.6	6%	23,531.4	5%	24,265.5	5%	24,706.2	5%	25,794.6	6%	27,933.0	6%	8%	23%
Auxiliary Services	17,102.6	4%	12,283.6	3%	17,843.2	4%	15,189.8	3%	13,284.0	3%	14,382.8	3%	8%	-16%
Debt Service	3,696.7	1%	3,807.3	1%		0%		0%		0%		0%	N/A	-100%
Institutional Support	35,259.6	9%	43,187.7	9%	44,817.3	9%	45,295.8	10%	48,540.1	11%	51,918.6	12%	7%	47%
Instruction	83,149.0	20%	86,405.5	19%	87,345.8	18%	87,449.6	18%	87,600.0	19%	85,228.3	19%	-3%	3%
Intercollegiate Athletics	5,443.3	1%	5,436.0	1%	5,625.8	1%	5,713.4	1%	5,647.6	1%	5,144.6	1%	-9%	-5%
Library Services	8,707.4	2%	9,678.3	2%	9,450.6	2%	9,532.5	2%	8,840.2	2%	8,513.0	2%	-4%	-2%
Physical Plant	49,050.7	12%	53,992.6	12%	55,475.9	11%	57,840.1	12%	61,804.8	13%	56,383.9	13%	-9%	15%
Public Service	25,274.1	6%	51,100.9	11%	89,205.6	18%	60,719.9	13%	47,114.7	10%	38,684.1	9%	-18%	53%
Research	132,620.9	33%	143,582.5	31%	137,123.5	28%	139,611.0	29%	133,123.1	29%	124,042.2	28%	-7%	-6%
Scholarships	9,040.5	2%	11,547.4	3%	11,098.8	2%	11,239.6	2%	10,382.1	2%	9,583.1	2%	-8%	6%
Student Services	14,339.5	4%	15,066.2	3%	15,608.9	3%	16,806.9	4%	16,484.6	4%	15,982.6	4%	-3%	11%
<b>Grand Total</b>	<b>406,414.9</b>	<b>100%</b>	<b>459,619.4</b>	<b>100%</b>	<b>497,860.7</b>	<b>100%</b>	<b>474,105.0</b>	<b>100%</b>	<b>458,615.9</b>	<b>100%</b>	<b>437,796.2</b>	<b>100%</b>	<b>-5%</b>	<b>8%</b>

**NOTE:** Unlike the annual statewide Yellowbook, these figures include both operating and capital-funded expenditures (fund types 91, FA and FR). Federal expenditures awarded to UAF and spent on the construction of the research vessel Sikuliaq were captured in the Public Service NCHEMS category and is hence the primary reason that category increased by 53 percent since FY10, and spiked in FY12. Total Sikuliaq expenditures included \$65,189.5 in FY12, \$36,508.8 in FY13, \$21,522.4 in FY14 and \$14,721.4 in FY15.

Capital expenditures by NCHEMS category are illustrated in the table below. These include fund types 91, FA and FR.

Capital Only	FY10		FY11		FY12		FY13		FY14		FY15
NCHEMS	Expenditures		Expenditures		Expenditures		Expenditures		Expenditures		Expenditures
Academic Support							(0.0)				
Institutional Support	7.5		6.3		(0.0)						160.7
Instruction	45.3						216.6		327.2		
Library Services	2.5		(2.5)		0.0						9.1
Physical Plant					533.0				0.3		0.3
Public Service	1,911.9		27,523.5		62,055.0		32,183.0		15,247.2		10,158.5
Research	6,853.0		10,013.7		9,412.3		12,740.4		9,348.7		5,973.2
Scholarships	80.2		320.9		250.5		110.3		3.5		
<b>Grand Total</b>	<b>8,900.4</b>		<b>37,861.9</b>		<b>72,250.8</b>		<b>45,250.2</b>		<b>24,926.8</b>		<b>16,301.7</b>

**NOTE:** Of the total Public Service capital items listed in the table above, Sikuliaq capital expenditures included \$61,546.8 in FY12, \$31,557.3 in FY13, \$14,359.0 in FY14 and \$8,874.0 in FY15.

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

Allocation	NCHEMS	FY10		FY11		FY12		FY13		FY14		FY15		% Change FY14-15	% Change FY10-15
		Expenditures	% of Allocation	Expenditures	% of Allocation	Expenditures	% of Allocation	Expenditures	% of Allocation	Expenditures	% of Allocation	Expenditures	% of Allocation		
Bristol Bay Campus	Academic Support	464.2	0%	512.0	0%	542.0	0%	627.3	0%	537.5	0%	802.9	0%	49%	73%
	Auxiliary Services	(6.2)	0%	20.6	0%		0%		0%		0%		0%	N/A	-100%
	Institutional Support		0%		0%		0%		0%	130.8	0%	85.2	0%	-35%	N/A
	Instruction	3,136.8	1%	3,040.3	1%	3,426.7	1%	3,515.9	1%	2,861.9	1%	2,785.9	1%	-3%	-11%
	Physical Plant	119.7	0%	676.8	0%	239.3	0%	216.6	0%	174.1	0%	146.2	0%	-16%	22%
	Public Service	0.9	0%	0.5	0%	49.9	0%	0.9	0%		0%		0%	N/A	-100%
	Scholarships	(48.4)	0%	(46.9)	0%	(52.0)	0%	(45.9)	0%	(27.6)	0%	70.6	0%	-356%	-246%
	Student Services	110.8	0%	104.4	0%	167.7	0%	126.4	0%	176.7	0%	192.5	0%	9%	74%
<b>Bristol Bay Campus Total</b>		<b>3,777.9</b>	<b>1%</b>	<b>4,307.7</b>	<b>1%</b>	<b>4,373.6</b>	<b>1%</b>	<b>4,441.3</b>	<b>1%</b>	<b>3,853.5</b>	<b>1%</b>	<b>4,083.3</b>	<b>1%</b>	<b>6%</b>	<b>8%</b>
Chukchi Campus	Academic Support	325.0	0%	243.4	0%	299.8	0%	364.7	0%	430.6	0%	240.8	0%	-44%	-26%
	Auxiliary Services	10.5	0%	2.0	0%		0%		0%	1.9	0%		0%	-100%	-100%
	Institutional Support		0%		0%		0%		0%	21.5	0%	60.3	0%	180%	N/A
	Instruction	1,458.4	0%	1,164.4	0%	1,851.6	0%	1,639.8	0%	1,275.2	0%	1,288.1	0%	1%	-12%
	Library Services	134.9	0%	215.9	0%	182.1	0%	215.1	0%	193.3	0%	108.0	0%	-44%	-20%
	Physical Plant	426.5	0%	134.1	0%	135.4	0%	145.7	0%	127.9	0%	108.5	0%	-15%	-75%
	Public Service	0.6	0%	0.5	0%	0.2	0%	47.5	0%	26.0	0%	3.5	0%	-87%	484%
	Scholarships	(22.4)	0%	(19.5)	0%	(32.9)	0%	(27.3)	0%	(22.2)	0%	(14.7)	0%	-34%	-34%
	Student Services	106.1	0%	158.0	0%	169.0	0%	154.2	0%	193.2	0%	156.5	0%	-19%	48%
<b>Chukchi Campus Total</b>		<b>2,439.5</b>	<b>1%</b>	<b>1,898.6</b>	<b>0%</b>	<b>2,605.2</b>	<b>1%</b>	<b>2,539.7</b>	<b>1%</b>	<b>2,247.4</b>	<b>0%</b>	<b>1,951.0</b>	<b>0%</b>	<b>-13%</b>	<b>-20%</b>
Co-op Extension Svcs	Institutional Support		0%		0%	(32.1)	0%	300.0	0%		0%	(198.3)	0%	N/A	N/A
	Instruction		0%		0%		0%		0%	0.2	0%		0%	-100%	N/A
	Public Service	8,000.6	2%	8,323.3	2%	9,001.2	2%	9,056.7	2%	9,732.5	2%	8,836.1	2%	-9%	10%
	Research	123.0	0%	78.3	0%	7.7	0%	22.6	0%	13.1	0%	20.6	0%	58%	-83%
	Scholarships		0%		0%		0%		0%	3.6	0%	1.2	0%	-67%	N/A
<b>Co-op Extension Svcs Total</b>		<b>8,123.6</b>	<b>2%</b>	<b>8,401.6</b>	<b>2%</b>	<b>8,976.7</b>	<b>2%</b>	<b>9,379.3</b>	<b>2%</b>	<b>9,749.4</b>	<b>2%</b>	<b>8,659.7</b>	<b>2%</b>	<b>-11%</b>	<b>7%</b>
Fairbanks Campus	Academic Support	16,359.2	4%	16,214.6	4%	17,415.3	3%	18,272.7	4%	18,278.2	4%	19,991.7	5%	9%	22%
	Auxiliary Services	15,496.9	4%	10,755.7	2%	15,819.9	3%	14,309.7	3%	12,582.4	3%	14,501.0	3%	15%	-6%
	Debt Service	3,696.7	1%	3,807.3	1%		0%		0%		0%		0%	N/A	-100%
	Institutional Support	33,706.5	8%	41,297.7	9%	41,560.1	8%	42,678.4	9%	46,575.8	10%	49,394.8	11%	6%	47%
	Instruction	50,072.2	12%	52,446.6	11%	52,481.2	11%	56,971.2	12%	58,220.0	13%	58,034.1	13%	0%	16%
	Intercollegiate Athletics	5,443.3	1%	5,436.0	1%	5,625.8	1%	5,713.4	1%	5,647.6	1%	5,144.6	1%	-9%	-5%
	Library Services	8,217.4	2%	9,155.5	2%	8,966.4	2%	9,015.5	2%	8,371.4	2%	8,157.1	2%	-3%	-1%
	Physical Plant	46,789.4	12%	50,036.3	11%	52,162.7	10%	53,892.2	11%	57,543.1	13%	52,694.9	12%	-8%	13%
	Public Service	14,405.6	4%	40,399.5	9%	76,854.3	15%	48,230.5	10%	33,124.9	7%	25,569.8	6%	-23%	77%
	Research	2,877.5	1%	2,176.5	0%	2,343.9	0%	3,641.8	1%	2,583.5	1%	3,350.3	1%	30%	16%
	Scholarships	8,607.9	2%	10,954.6	2%	10,929.8	2%	11,806.7	2%	10,830.4	2%	9,967.3	2%	-8%	16%
	Student Services	12,292.4	3%	13,173.8	3%	13,862.4	3%	15,105.0	3%	14,869.8	3%	14,287.3	3%	-4%	16%
<b>Fairbanks Campus Total</b>		<b>217,964.8</b>	<b>54%</b>	<b>255,854.0</b>	<b>56%</b>	<b>298,021.7</b>	<b>60%</b>	<b>279,637.3</b>	<b>59%</b>	<b>268,627.1</b>	<b>59%</b>	<b>261,092.8</b>	<b>60%</b>	<b>-3%</b>	<b>20%</b>
Interior Alaska Campus	Academic Support	361.6	0%	390.0	0%	399.3	0%	479.1	0%	545.6	0%	734.6	0%	35%	103%
	Auxiliary Services	(0.4)	0%		0%		0%		0%		0%		0%	N/A	-100%
	Institutional Support		0%		0%	11.6	0%		0%	60.6	0%	110.8	0%	83%	N/A
	Instruction	4,743.9	1%	5,435.5	1%	5,130.5	1%	4,886.5	1%	4,116.2	1%	3,478.6	1%	-15%	-27%
	Physical Plant	90.8	0%	138.1	0%	112.4	0%	131.7	0%	111.6	0%	96.6	0%	-13%	6%
	Public Service		0%		0%		0%		0%	0.1	0%	127.2	0%	97920%	N/A
	Scholarships	(50.6)	0%	(26.7)	0%	1.8	0%	74.7	0%	107.9	0%	79.3	0%	-26%	-257%
	Student Services	101.8	0%	149.7	0%	179.8	0%	178.0	0%	110.0	0%	108.2	0%	-2%	6%
<b>Interior Alaska Campus Total</b>		<b>5,247.2</b>	<b>1%</b>	<b>6,086.5</b>	<b>1%</b>	<b>5,835.4</b>	<b>1%</b>	<b>5,750.0</b>	<b>1%</b>	<b>5,052.0</b>	<b>1%</b>	<b>4,735.4</b>	<b>1%</b>	<b>-6%</b>	<b>-10%</b>

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

Allocation	NCHEMS	FY10		FY11		FY12		FY13		FY14		FY15		% Change FY14-15	% Change FY10-15
		Expenditures	% of Allocation	Expenditures	% of Allocation	Expenditures	% of Allocation	Expenditures	% of Allocation	Expenditures	% of Allocation	Expenditures	% of Allocation		
Kuskokwim Campus	Academic Support	1,327.4	0%	1,607.5	0%	1,417.7	0%	1,282.8	0%	1,380.3	0%	1,917.6	0%	39%	44%
	Auxiliary Services	357.7	0%	376.7	0%	366.6	0%	385.4	0%	250.4	0%	(235.9)	0%	-194%	-166%
	Institutional Support		0%		0%		0%		0%	131.4	0%	161.4	0%	23%	N/A
	Instruction	2,365.4	1%	2,932.6	1%	2,649.3	1%	2,756.5	1%	2,895.9	1%	2,173.5	0%	-25%	-8%
	Library Services	276.2	0%	234.5	0%	288.3	0%	276.5	0%	262.0	0%	240.1	0%	-8%	-13%
	Physical Plant	591.4	0%	562.1	0%	671.0	0%	642.4	0%	525.2	0%	421.7	0%	-20%	-29%
	Public Service	91.8	0%	0.6	0%	0.5	0%	97.1	0%	122.6	0%	51.7	0%	-58%	-44%
	Research		0%	4.4	0%	41.6	0%		0%	17.1	0%	54.1	0%	216%	N/A
	Scholarships	161.4	0%	89.5	0%	(9.0)	0%	(5.6)	0%	(48.0)	0%	(28.6)	0%	-40%	-118%
	Student Services	764.3	0%	585.3	0%	483.2	0%	498.0	0%	408.4	0%	503.3	0%	23%	-34%
<b>Kuskokwim Campus Total</b>		<b>5,935.5</b>	<b>1%</b>	<b>6,393.3</b>	<b>1%</b>	<b>5,909.2</b>	<b>1%</b>	<b>5,933.1</b>	<b>1%</b>	<b>5,945.4</b>	<b>1%</b>	<b>5,258.8</b>	<b>1%</b>	<b>-12%</b>	<b>-11%</b>
Northwest Campus	Academic Support	611.9	0%	693.0	0%	560.8	0%	684.1	0%	589.4	0%	633.6	0%	8%	4%
	Auxiliary Services	13.7	0%	18.9	0%	14.1	0%	9.2	0%	13.0	0%	11.5	0%	-12%	-16%
	Institutional Support	80.0	0%		0%		0%		0%	95.5	0%	29.9	0%	-69%	-63%
	Instruction	1,623.1	0%	1,497.3	0%	1,700.4	0%	1,459.1	0%	1,649.5	0%	1,527.4	0%	-7%	-6%
	Library Services	78.9	0%	72.4	0%	13.7	0%	25.4	0%	13.5	0%	7.9	0%	-42%	-90%
	Physical Plant	206.3	0%	566.2	0%	253.7	0%	295.3	0%	216.3	0%	199.9	0%	-8%	-3%
	Public Service	91.4	0%	0.2	0%		0%	12.6	0%		0%		0%	N/A	-100%
	Research	10.0	0%		0%		0%		0%		0%		0%	N/A	-100%
	Scholarships	(23.1)	0%	(33.8)	0%	(24.3)	0%	(28.6)	0%	(26.1)	0%	(11.3)	0%	-57%	-51%
	Student Services	166.3	0%	175.6	0%	272.4	0%	292.0	0%	268.5	0%	285.5	0%	6%	72%
<b>Northwest Campus Total</b>		<b>2,858.3</b>	<b>1%</b>	<b>2,989.9</b>	<b>1%</b>	<b>2,791.0</b>	<b>1%</b>	<b>2,749.2</b>	<b>1%</b>	<b>2,819.5</b>	<b>1%</b>	<b>2,684.5</b>	<b>1%</b>	<b>-5%</b>	<b>-6%</b>
Rural College	Academic Support	2,022.5	0%	2,649.9	1%	2,389.4	0%	1,807.3	0%	2,613.4	1%	2,060.7	0%	-21%	2%
	Auxiliary Services	1,230.5	0%	1,109.8	0%	1,642.6	0%	485.5	0%	436.2	0%	106.3	0%	-76%	-91%
	Institutional Support		0%	(21.0)	0%	436.7	0%	340.0	0%	199.9	0%		0%	-100%	N/A
	Instruction	8,617.0	2%	9,300.7	2%	9,406.2	2%	5,609.2	1%	6,019.9	1%	5,811.4	1%	-3%	-33%
	Physical Plant	826.6	0%	950.5	0%	975.2	0%	648.9	0%	894.7	0%	1,067.0	0%	19%	29%
	Public Service	62.0	0%	116.9	0%	153.4	0%	72.1	0%	123.7	0%	181.2	0%	46%	192%
	Research	10.7	0%	16.1	0%	1.4	0%	9.8	0%		0%		0%	N/A	-100%
	Scholarships	(383.5)	0%	(430.3)	0%	(485.0)	0%	(519.7)	0%	(102.2)	0%	33.0	0%	-132%	-109%
	Student Services	404.5	0%	370.9	0%	3.2	0%	58.0	0%	88.1	0%	89.4	0%	1%	-78%
<b>Rural College Total</b>		<b>12,790.3</b>	<b>3%</b>	<b>14,063.6</b>	<b>3%</b>	<b>14,523.1</b>	<b>3%</b>	<b>8,511.1</b>	<b>2%</b>	<b>10,273.8</b>	<b>2%</b>	<b>9,348.9</b>	<b>2%</b>	<b>-9%</b>	<b>-27%</b>
UAF Comm Tech College	Academic Support	1,258.9	0%	1,221.0	0%	1,241.2	0%	1,188.1	0%	1,419.7	0%	1,551.0	0%	9%	23%
	Institutional Support		0%	305.0	0%		0%		0%		0%	185.0	0%	N/A	N/A
	Instruction	10,285.5	3%	10,021.6	2%	10,384.6	2%	10,254.5	2%	10,292.5	2%	10,074.9	2%	-2%	-2%
	Physical Plant		0%	928.6	0%	926.1	0%	1,867.4	0%	2,211.9	0%	1,649.0	0%	-25%	N/A
	Scholarships	(488.0)	0%	(596.7)	0%	(593.7)	0%	(587.3)	0%	(616.1)	0%	(654.9)	0%	6%	34%
	Student Services	393.3	0%	348.4	0%	471.2	0%	395.3	0%	369.8	0%	359.9	0%	-3%	-8%
<b>UAF Comm Tech College Total</b>		<b>11,449.7</b>	<b>3%</b>	<b>12,227.9</b>	<b>3%</b>	<b>12,429.4</b>	<b>2%</b>	<b>13,118.0</b>	<b>3%</b>	<b>13,677.9</b>	<b>3%</b>	<b>13,165.0</b>	<b>3%</b>	<b>-4%</b>	<b>15%</b>
UAF Organized Research	Institutional Support	1,473.1	0%	1,606.1	0%	2,841.0	1%	1,977.4	0%	1,324.6	0%	2,089.4	0%	58%	42%
	Instruction	846.8	0%	566.4	0%	315.2	0%	357.0	0%	268.6	0%	54.4	0%	-80%	-94%
	Public Service	2,621.3	1%	2,259.4	0%	3,146.1	1%	3,202.5	1%	3,984.9	1%	3,914.6	1%	-2%	49%
	Research	129,599.6	32%	141,307.1	31%	134,728.9	27%	135,936.8	29%	130,509.4	28%	120,617.1	28%	-8%	-7%
	Scholarships	1,287.2	0%	1,657.3	0%	1,364.1	0%	572.6	0%	282.3	0%	141.3	0%	-50%	-89%
<b>UAF Organized Research Total</b>		<b>135,828.1</b>	<b>33%</b>	<b>147,396.2</b>	<b>32%</b>	<b>142,395.4</b>	<b>29%</b>	<b>142,046.2</b>	<b>30%</b>	<b>136,369.8</b>	<b>30%</b>	<b>126,816.9</b>	<b>29%</b>	<b>-7%</b>	<b>-7%</b>
<b>Grand Total</b>		<b>406,414.9</b>	<b>100%</b>	<b>459,619.4</b>	<b>100%</b>	<b>497,860.7</b>	<b>100%</b>	<b>474,105.0</b>	<b>100%</b>	<b>458,615.9</b>	<b>100%</b>	<b>437,796.2</b>	<b>100%</b>	<b>-5%</b>	<b>8%</b>

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

FUND TYPE	NCHEMS	FY10		FY11		FY12		FY13		FY14		FY15		% Change FY14-15	% Change FY10-15
		Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total	Expenditures	% of Total		
<b>Unrestricted</b>	Academic Support	20,086.5	5%	21,218.0	5%	22,006.0	4%	22,883.4	5%	23,933.7	5%	25,518.4	6%	7%	27%
	Auxiliary Services	11.1	0%		0%	0.1	0%	0.3	0%	0.1	0%	0.1	0%	60%	-99%
	Debt Service	3,696.7	1%	3,807.3	1%		0%		0%		0%		0%	N/A	-100%
	Institutional Support	34,898.8	9%	42,618.8	9%	43,414.8	9%	44,331.7	9%	48,208.2	11%	51,532.1	12%	7%	48%
	Instruction	70,205.1	17%	73,585.7	16%	75,441.4	15%	76,287.4	16%	77,141.1	17%	75,101.9	17%	-3%	7%
	Intercollegiate Athletics	5,378.0	1%	5,349.1	1%	5,620.7	1%	5,712.3	1%	5,644.6	1%	5,140.2	1%	-9%	-4%
	Library Services	8,060.0	2%	8,700.0	2%	8,550.4	2%	8,429.2	2%	8,111.8	2%	8,055.6	2%	-1%	0%
	Physical Plant	48,989.6	12%	53,974.2	12%	54,808.3	11%	57,666.0	12%	61,729.6	13%	56,270.9	13%	-9%	15%
	Public Service	9,940.7	2%	10,594.7	2%	11,591.1	2%	11,338.0	2%	11,526.3	3%	11,069.9	3%	-4%	11%
	Research	39,447.7	10%	45,109.7	10%	44,161.7	9%	48,568.1	10%	48,523.2	11%	47,864.0	11%	-1%	21%
	Scholarships	(167.1)	0%	(716.3)	0%	(304.2)	0%	29.5	0%	(677.9)	0%	(449.6)	0%	-34%	169%
	Student Services	13,077.3	3%	13,878.6	3%	14,864.8	3%	15,715.4	3%	15,397.9	3%	14,758.9	3%	-4%	13%
<b>Unrestricted Total</b>		<b>253,624.6</b>	<b>62%</b>	<b>278,119.8</b>	<b>61%</b>	<b>280,155.1</b>	<b>56%</b>	<b>290,961.4</b>	<b>61%</b>	<b>299,538.6</b>	<b>65%</b>	<b>294,862.4</b>	<b>67%</b>	<b>-2%</b>	<b>16%</b>
<b>Restricted</b>	Academic Support	2,644.1	1%	2,313.4	1%	2,259.6	0%	1,822.8	0%	1,861.0	0%	2,306.7	1%	24%	-13%
	Auxiliary Services		0%		0%	259.8	0%	(2.6)	0%	56.9	0%	(56.8)	0%	-200%	N/A
	Institutional Support	360.7	0%	569.0	0%	1,402.5	0%	964.1	0%	331.9	0%	386.5	0%	16%	7%
	Instruction	12,943.9	3%	12,819.7	3%	11,904.3	2%	11,162.2	2%	10,458.9	2%	10,126.5	2%	-3%	-22%
	Intercollegiate Athletics	65.2	0%	86.9	0%	5.1	0%	1.2	0%	3.0	0%	4.4	0%	46%	-93%
	Library Services	647.4	0%	978.3	0%	900.2	0%	1,103.3	0%	728.4	0%	457.4	0%	-37%	-29%
	Physical Plant	61.1	0%	18.4	0%	667.6	0%	174.1	0%	75.2	0%	113.0	0%	50%	85%
	Public Service	14,934.2	4%	40,148.7	9%	77,325.5	16%	48,982.1	10%	34,937.2	8%	27,088.9	6%	-22%	81%
	Research	89,856.4	22%	97,130.1	21%	92,368.2	19%	90,810.3	19%	84,534.2	18%	76,150.0	17%	-10%	-15%
	Scholarships	7,806.5	2%	10,906.7	2%	10,032.1	2%	9,870.8	2%	9,650.6	2%	8,684.7	2%	-10%	11%
	Student Services	1,262.2	0%	1,187.6	0%	744.3	0%	1,091.5	0%	1,086.7	0%	1,223.6	0%	13%	-3%
<b>Restricted Total</b>		<b>130,581.8</b>	<b>32%</b>	<b>166,158.6</b>	<b>36%</b>	<b>197,869.1</b>	<b>40%</b>	<b>165,979.8</b>	<b>35%</b>	<b>143,724.0</b>	<b>31%</b>	<b>126,485.0</b>	<b>29%</b>	<b>-12%</b>	<b>-3%</b>
<b>Auxiliary</b>	Auxiliary Services	17,011.5	4%	12,203.6	3%	17,503.3	4%	15,067.1	3%	13,106.9	3%	14,379.5	3%	10%	-15%
	Instruction		0%		0%		0%		0%		0%	(0.0)	0%	N/A	N/A
	Intercollegiate Athletics		0%	(0.0)	0%		0%		0%		0%		0%	N/A	N/A
	Scholarships		0%		0%		0%		0%		0%	0.5	0%	N/A	N/A
	Student Services		0%		0%	(0.3)	0%		0%		0%	0.1	0%	N/A	N/A
<b>Auxiliary Total</b>		<b>17,011.5</b>	<b>4%</b>	<b>12,203.6</b>	<b>3%</b>	<b>17,503.1</b>	<b>4%</b>	<b>15,067.1</b>	<b>3%</b>	<b>13,106.9</b>	<b>3%</b>	<b>14,380.1</b>	<b>3%</b>	<b>10%</b>	<b>-15%</b>
<b>Designated</b>	Academic Support		0%		0%		0%		0%		0%	107.9	0%	N/A	N/A
	Auxiliary Services	80.0	0%	80.0	0%	80.0	0%	125.0	0%	120.0	0%	60.0	0%	-50%	-25%
	Public Service	399.1	0%	357.5	0%	289.0	0%	399.8	0%	651.3	0%	525.2	0%	-19%	32%
	Research	8.2	0%		0%		0%		0%		0%	10.1	0%	N/A	24%
	Scholarships	1,401.1	0%	1,357.1	0%	1,370.9	0%	1,339.3	0%	1,409.4	0%	1,347.5	0%	-4%	-4%
<b>Designated Total</b>		<b>1,888.4</b>	<b>0%</b>	<b>1,794.6</b>	<b>0%</b>	<b>1,739.9</b>	<b>0%</b>	<b>1,864.1</b>	<b>0%</b>	<b>2,180.6</b>	<b>0%</b>	<b>2,050.8</b>	<b>0%</b>	<b>-6%</b>	<b>9%</b>
<b>Capital</b>	Research	3,308.7	1%	1,342.8	0%	593.6	0%	232.7	0%	65.8	0%	18.0	0%	-73%	-99%
<b>Capital Total</b>		<b>3,308.7</b>	<b>1%</b>	<b>1,342.8</b>	<b>0%</b>	<b>593.6</b>	<b>0%</b>	<b>232.7</b>	<b>0%</b>	<b>65.8</b>	<b>0%</b>	<b>18.0</b>	<b>0%</b>	<b>-73%</b>	<b>-99%</b>
<b>Grand Total</b>		<b>406,414.9</b>	<b>100%</b>	<b>459,619.4</b>	<b>100%</b>	<b>497,860.7</b>	<b>100%</b>	<b>474,105.0</b>	<b>100%</b>	<b>458,615.9</b>	<b>100%</b>	<b>437,796.2</b>	<b>100%</b>	<b>-5%</b>	<b>8%</b>



**Expenditures by Account Code  
1.E.1**

<b>Expenditure Source</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>FY15 % of Total</b>	<b>% Change FY14-15</b>	<b>% Change FY10-15</b>
Commodities	35,398.5	36,113.0	38,732.2	38,650.8	36,174.3	34,661.5	8%	-4%	-2%
Contractual Services	80,633.0	86,804.5	84,231.0	81,287.8	86,221.5	86,199.4	20%	0%	7%
Equipment	8,508.2	8,615.4	10,251.4	14,387.8	9,110.8	8,093.6	2%	-11%	-5%
Land/Buildings	3,340.9	29,195.8	63,416.6	36,996.0	20,224.4	23,139.4	5%	14%	593%
Miscellaneous	8,525.3	14,761.1	14,122.6	12,701.9	15,997.6	10,492.1	2%	-34%	23%
Salaries & Benefits	243,344.0	254,617.8	257,463.3	260,126.3	263,197.5	250,780.8	57%	-5%	3%
Student Aid	13,096.8	15,781.0	16,194.5	16,102.9	14,870.6	13,457.5	3%	-10%	3%
Travel	13,568.1	13,730.8	13,449.1	13,851.5	12,819.1	10,972.0	3%	-14%	-19%
<b>Grand Total</b>	<b>406,414.9</b>	<b>459,619.4</b>	<b>497,860.7</b>	<b>474,105.0</b>	<b>458,615.9</b>	<b>437,796.2</b>	<b>100%</b>	<b>-5%</b>	<b>8%</b>

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

Allocation	Expenditure Source	FY10		FY11		FY12		FY13		FY14		FY15		% Change FY14-15	% Change FY10-15
		Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation		
<b>Bristol Bay Campus</b>	Commodities	230.6	0.1%	172.3	0.0%	267.1	0.1%	298.2	0.1%	142.6	0.0%	221.6	0.1%	55%	-4%
	Contractual Services	328.9	0.1%	354.9	0.1%	498.8	0.1%	457.6	0.1%	359.9	0.1%	351.1	0.1%	-2%	7%
	Equipment	11.4	0.0%		0.0%	36.9	0.0%	68.7	0.0%	97.6	0.0%	23.1	0.0%	-76%	103%
	Land/Buildings		0.0%	541.9	0.1%	104.5	0.0%		0.0%	131.0	0.0%	85.2	0.0%	-35%	N/A
	Miscellaneous	(62.4)	0.0%	(26.0)	0.0%	(165.1)	0.0%	(87.6)	0.0%	(69.3)	0.0%	220.6	0.1%	-418%	-453%
	Salaries & Benefits	2,917.8	0.7%	2,944.6	0.6%	3,220.4	0.6%	3,136.3	0.7%	2,790.0	0.6%	2,643.0	0.6%	-5%	-9%
	Student Aid	114.7	0.0%	126.6	0.0%	104.8	0.0%	188.7	0.0%	179.6	0.0%	175.4	0.0%	-2%	53%
	Travel	237.0	0.1%	193.3	0.0%	306.2	0.1%	379.4	0.1%	222.1	0.0%	363.3	0.1%	64%	53%
<b>Bristol Bay Campus Total</b>		<b>3,777.9</b>	<b>0.9%</b>	<b>4,307.7</b>	<b>0.9%</b>	<b>4,373.6</b>	<b>0.9%</b>	<b>4,441.3</b>	<b>0.9%</b>	<b>3,853.5</b>	<b>0.8%</b>	<b>4,083.3</b>	<b>0.9%</b>	<b>6%</b>	<b>8%</b>
<b>Chukchi Campus</b>	Commodities	118.5	0.0%	59.6	0.0%	84.6	0.0%	48.0	0.0%	62.6	0.0%	29.6	0.0%	-53%	-75%
	Contractual Services	448.6	0.1%	274.0	0.1%	888.1	0.2%	836.1	0.2%	509.4	0.1%	449.1	0.1%	-12%	0%
	Equipment	51.5	0.0%	56.1	0.0%	15.8	0.0%	11.4	0.0%		0.0%	18.2	0.0%	N/A	-65%
	Land/Buildings	2.2	0.0%		0.0%		0.0%		0.0%	21.5	0.0%	60.3	0.0%	180%	2630%
	Miscellaneous	279.0	0.1%	(21.0)	0.0%	(55.8)	0.0%	(32.0)	0.0%	(52.9)	0.0%	(21.7)	0.0%	-59%	-108%
	Salaries & Benefits	1,386.9	0.3%	1,450.5	0.3%	1,568.0	0.3%	1,552.0	0.3%	1,588.1	0.3%	1,357.3	0.3%	-15%	-2%
	Student Aid	25.9	0.0%	14.3	0.0%	29.4	0.0%	21.1	0.0%	22.5	0.0%	15.2	0.0%	-32%	-41%
	Travel	126.9	0.0%	65.3	0.0%	75.1	0.0%	103.0	0.0%	96.2	0.0%	42.9	0.0%	-55%	-66%
<b>Chukchi Campus Total</b>		<b>2,439.5</b>	<b>0.6%</b>	<b>1,898.6</b>	<b>0.4%</b>	<b>2,605.2</b>	<b>0.5%</b>	<b>2,539.7</b>	<b>0.5%</b>	<b>2,247.4</b>	<b>0.5%</b>	<b>1,951.0</b>	<b>0.4%</b>	<b>-13%</b>	<b>-20%</b>
<b>Co-op Extension Svcs</b>	Commodities	322.6	0.1%	273.4	0.1%	337.7	0.1%	292.2	0.1%	389.6	0.1%	394.2	0.1%	1%	22%
	Contractual Services	840.7	0.2%	1,191.8	0.3%	1,084.1	0.2%	1,145.5	0.2%	1,306.1	0.3%	1,197.9	0.3%	-8%	42%
	Equipment	79.2	0.0%		0.0%	8.0	0.0%	7.0	0.0%	26.2	0.0%	12.9	0.0%	-51%	-84%
	Land/Buildings		0.0%		0.0%		0.0%		0.0%	292.8	0.1%		0.0%	-100%	N/A
	Miscellaneous	72.2	0.0%	64.4	0.0%	179.8	0.0%	368.3	0.1%	(1.7)	0.0%	(238.5)	-0.1%	14106%	-430%
	Salaries & Benefits	6,308.1	1.6%	6,462.1	1.4%	6,805.4	1.4%	7,014.0	1.5%	7,241.0	1.6%	6,831.2	1.6%	-6%	8%
	Student Aid		0.0%		0.0%		0.0%		0.0%	3.6	0.0%	1.2	0.0%	-67%	N/A
	Travel	500.9	0.1%	410.0	0.1%	561.9	0.1%	552.5	0.1%	491.8	0.1%	460.7	0.1%	-6%	-8%
<b>Co-op Extension Svcs Total</b>		<b>8,123.6</b>	<b>2.0%</b>	<b>8,401.6</b>	<b>1.8%</b>	<b>8,976.7</b>	<b>1.8%</b>	<b>9,379.3</b>	<b>2.0%</b>	<b>9,749.4</b>	<b>2.1%</b>	<b>8,659.7</b>	<b>2.0%</b>	<b>-11%</b>	<b>7%</b>
<b>Fairbanks Campus</b>	Commodities	22,921.7	5.6%	23,878.4	5.2%	26,251.3	5.3%	28,372.5	6.0%	27,101.1	5.9%	25,371.3	5.8%	-6%	11%
	Contractual Services	47,930.4	11.8%	49,012.7	10.7%	48,032.7	9.6%	47,849.5	10.1%	51,912.0	11.3%	56,184.7	12.8%	8%	17%
	Equipment	1,643.4	0.4%	1,703.3	0.4%	2,245.8	0.5%	3,155.9	0.7%	2,217.4	0.5%	1,703.4	0.4%	-23%	4%
	Land/Buildings	2,798.8	0.7%	28,245.3	6.1%	62,738.7	12.6%	36,241.9	7.6%	17,164.2	3.7%	20,453.9	4.7%	19%	631%
	Miscellaneous	7,918.7	1.9%	12,381.8	2.7%	13,574.7	2.7%	10,836.2	2.3%	14,428.6	3.1%	7,792.2	1.8%	-46%	-2%
	Salaries & Benefits	121,352.1	29.9%	124,938.2	27.2%	129,146.9	25.9%	135,872.3	28.7%	138,736.3	30.3%	134,691.9	30.8%	-3%	11%
	Student Aid	8,455.4	2.1%	10,572.0	2.3%	11,131.0	2.2%	12,188.2	2.6%	11,507.6	2.5%	10,494.1	2.4%	-9%	24%
	Travel	4,944.3	1.2%	5,122.3	1.1%	4,900.6	1.0%	5,120.8	1.1%	5,560.0	1.2%	4,401.4	1.0%	-21%	-11%
<b>Fairbanks Campus Total</b>		<b>217,964.8</b>	<b>53.6%</b>	<b>255,854.0</b>	<b>55.7%</b>	<b>298,021.7</b>	<b>59.9%</b>	<b>279,637.3</b>	<b>59.0%</b>	<b>268,627.1</b>	<b>58.6%</b>	<b>261,092.8</b>	<b>59.6%</b>	<b>-3%</b>	<b>20%</b>
<b>Interior Alaska Campus</b>	Commodities	332.1	0.1%	479.0	0.1%	385.3	0.1%	370.0	0.1%	270.3	0.1%	258.0	0.1%	-5%	-22%
	Contractual Services	758.0	0.2%	1,286.0	0.3%	772.2	0.2%	596.7	0.1%	543.3	0.1%	594.1	0.1%	9%	-22%
	Equipment	54.5	0.0%	18.7	0.0%	24.1	0.0%		0.0%	11.0	0.0%	7.4	0.0%	-33%	-86%
	Land/Buildings		0.0%		0.0%		0.0%		0.0%	60.6	0.0%	149.8	0.0%	147%	N/A
	Miscellaneous	(86.6)	0.0%	(68.6)	0.0%	(113.4)	0.0%	(78.2)	0.0%	(106.2)	0.0%	32.9	0.0%	-131%	-138%
	Salaries & Benefits	3,603.2	0.9%	3,608.7	0.8%	3,971.2	0.8%	3,907.4	0.8%	3,565.4	0.8%	3,164.3	0.7%	-11%	-12%
	Student Aid	130.0	0.0%	240.9	0.1%	232.2	0.0%	353.6	0.1%	336.6	0.1%	182.6	0.0%	-46%	40%
	Travel	455.8	0.1%	521.7	0.1%	563.9	0.1%	600.5	0.1%	371.0	0.1%	346.2	0.1%	-7%	-24%
<b>Interior Alaska Campus Total</b>		<b>5,247.2</b>	<b>1.3%</b>	<b>6,086.5</b>	<b>1.3%</b>	<b>5,835.4</b>	<b>1.2%</b>	<b>5,750.0</b>	<b>1.2%</b>	<b>5,052.0</b>	<b>1.1%</b>	<b>4,735.4</b>	<b>1.1%</b>	<b>-6%</b>	<b>-10%</b>
<b>Kuskokwim Campus</b>	Commodities	256.2	0.1%	293.5	0.1%	244.7	0.0%	181.9	0.0%	243.4	0.1%	234.3	0.1%	-4%	-9%
	Contractual Services	789.4	0.2%	780.4	0.2%	863.3	0.2%	879.4	0.2%	739.0	0.2%	713.3	0.2%	-3%	-10%
	Equipment	16.9	0.0%		0.0%	10.7	0.0%		0.0%	34.8	0.0%	103.7	0.0%	198%	514%
	Land/Buildings		0.0%		0.0%		0.0%		0.0%	131.4	0.0%	161.4	0.0%	23%	N/A
	Miscellaneous	(120.2)	0.0%	(103.3)	0.0%	(120.5)	0.0%	(106.7)	0.0%	(108.9)	0.0%	(328.1)	-0.1%	201%	173%
	Salaries & Benefits	4,560.4	1.1%	4,984.4	1.1%	4,590.6	0.9%	4,724.2	1.0%	4,665.0	1.0%	4,144.0	0.9%	-11%	-9%
	Student Aid	257.1	0.1%	216.4	0.0%	103.9	0.0%	99.0	0.0%	57.9	0.0%	66.1	0.0%	14%	-74%
	Travel	175.7	0.0%	221.8	0.0%	216.6	0.0%	155.3	0.0%	182.8	0.0%	164.1	0.0%	-10%	-7%
<b>Kuskokwim Campus Total</b>		<b>5,935.5</b>	<b>1.5%</b>	<b>6,393.3</b>	<b>1.4%</b>	<b>5,909.2</b>	<b>1.2%</b>	<b>5,933.1</b>	<b>1.3%</b>	<b>5,945.4</b>	<b>1.3%</b>	<b>5,258.8</b>	<b>1.2%</b>	<b>-12%</b>	<b>-11%</b>

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

Allocation	Expenditure Source	FY10		FY11		FY12		FY13		FY14		FY15		% Change FY14-15	% Change FY10-15
		Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation		
<b>Northwest Campus</b>	Commodities	201.4	0.0%	181.4	0.0%	177.6	0.0%	151.6	0.0%	175.3	0.0%	129.9	0.0%	-26%	-35%
	Contractual Services	328.4	0.1%	354.6	0.1%	345.2	0.1%	502.3	0.1%	316.9	0.1%	337.8	0.1%	7%	3%
	Equipment	16.3	0.0%	93.5	0.0%	62.2	0.0%		0.0%	15.8	0.0%	12.6	0.0%	-20%	-22%
	Land/Buildings		0.0%	305.0	0.1%		0.0%		0.0%	95.5	0.0%	29.9	0.0%	-69%	N/A
	Miscellaneous	44.6	0.0%	(49.3)	0.0%	(36.6)	0.0%	(37.6)	0.0%	(37.9)	0.0%	53.5	0.0%	-241%	20%
	Salaries & Benefits	2,130.4	0.5%	1,982.7	0.4%	2,051.7	0.4%	1,959.7	0.4%	2,014.2	0.4%	1,919.5	0.4%	-5%	-10%
	Student Aid	16.9	0.0%	19.6	0.0%	23.2	0.0%	18.3	0.0%	30.5	0.0%	34.6	0.0%	13%	104%
	Travel	120.3	0.0%	102.4	0.0%	167.6	0.0%	154.8	0.0%	209.2	0.0%	166.5	0.0%	-20%	38%
<b>Northwest Campus Total</b>		<b>2,858.3</b>	<b>0.7%</b>	<b>2,989.9</b>	<b>0.7%</b>	<b>2,791.0</b>	<b>0.6%</b>	<b>2,749.2</b>	<b>0.6%</b>	<b>2,819.5</b>	<b>0.6%</b>	<b>2,684.5</b>	<b>0.6%</b>	<b>-5%</b>	<b>-6%</b>
<b>Rural College</b>	Commodities	1,216.8	0.3%	1,463.3	0.3%	1,568.9	0.3%	572.9	0.1%	596.7	0.1%	475.1	0.1%	-20%	-61%
	Contractual Services	2,467.4	0.6%	2,365.5	0.5%	2,221.7	0.4%	1,382.9	0.3%	1,307.7	0.3%	1,410.5	0.3%	8%	-43%
	Equipment	19.4	0.0%	218.0	0.0%	163.1	0.0%	43.4	0.0%	82.5	0.0%		0.0%	-100%	-100%
	Land/Buildings	50.0	0.0%		0.0%	34.2	0.0%	11.9	0.0%	991.3	0.2%	677.6	0.2%	-32%	1255%
	Miscellaneous	(496.0)	-0.1%	(93.2)	0.0%	(175.0)	0.0%	471.1	0.1%	825.9	0.2%	427.8	0.1%	-48%	-186%
	Salaries & Benefits	8,563.7	2.1%	9,232.0	2.0%	9,656.5	1.9%	5,479.6	1.2%	5,928.6	1.3%	5,786.5	1.3%	-2%	-32%
	Student Aid	298.6	0.1%	298.4	0.1%	446.2	0.1%	81.4	0.0%	146.2	0.0%	221.5	0.1%	51%	-26%
	Travel	670.4	0.2%	579.5	0.1%	607.6	0.1%	467.8	0.1%	394.9	0.1%	350.0	0.1%	-11%	-48%
<b>Rural College Total</b>		<b>12,790.3</b>	<b>3.1%</b>	<b>14,063.6</b>	<b>3.1%</b>	<b>14,523.1</b>	<b>2.9%</b>	<b>8,511.1</b>	<b>1.8%</b>	<b>10,273.8</b>	<b>2.2%</b>	<b>9,348.9</b>	<b>2.1%</b>	<b>-9%</b>	<b>-27%</b>
<b>UAF Comm Tech College</b>	Commodities	1,049.4	0.3%	1,063.4	0.2%	1,133.7	0.2%	1,018.8	0.2%	978.5	0.2%	983.4	0.2%	1%	-6%
	Contractual Services	1,113.7	0.3%	1,484.7	0.3%	1,514.1	0.3%	2,145.2	0.5%	1,834.4	0.4%	1,917.9	0.4%	5%	72%
	Equipment	63.0	0.0%	91.6	0.0%	63.2	0.0%	231.4	0.0%	197.3	0.0%	80.5	0.0%	-59%	28%
	Land/Buildings		0.0%		0.0%	37.2	0.0%	132.1	0.0%	900.0	0.2%	506.2	0.1%	-44%	N/A
	Miscellaneous	(355.0)	-0.1%	(570.4)	-0.1%	(613.5)	-0.1%	(517.6)	-0.1%	(731.7)	-0.2%	(446.9)	-0.1%	-39%	26%
	Salaries & Benefits	9,339.8	2.3%	10,006.7	2.2%	10,127.3	2.0%	9,929.6	2.1%	10,294.2	2.2%	9,917.7	2.3%	-4%	6%
	Student Aid	106.7	0.0%	68.9	0.0%	89.0	0.0%	105.0	0.0%	118.5	0.0%	114.5	0.0%	-3%	7%
	Travel	132.1	0.0%	82.9	0.0%	78.4	0.0%	73.5	0.0%	86.6	0.0%	91.6	0.0%	6%	-31%
<b>UAF Comm Tech College Total</b>		<b>11,449.7</b>	<b>2.8%</b>	<b>12,227.9</b>	<b>2.7%</b>	<b>12,429.4</b>	<b>2.5%</b>	<b>13,118.0</b>	<b>2.8%</b>	<b>13,677.9</b>	<b>3.0%</b>	<b>13,165.0</b>	<b>3.0%</b>	<b>-4%</b>	<b>15%</b>
<b>Organized Research</b>	Commodities	8,749.1	2.2%	8,248.8	1.8%	8,281.4	1.7%	7,344.7	1.5%	6,214.2	1.4%	6,564.1	1.5%	6%	-25%
	Contractual Services	25,627.5	6.3%	29,699.9	6.5%	28,010.9	5.6%	25,492.7	5.4%	27,392.8	6.0%	23,042.8	5.3%	-16%	-10%
	Equipment	6,552.7	1.6%	6,434.1	1.4%	7,621.6	1.5%	10,869.9	2.3%	6,428.2	1.4%	6,131.7	1.4%	-5%	-6%
	Land/Buildings	490.0	0.1%	103.5	0.0%	502.0	0.1%	610.0	0.1%	436.0	0.1%	1,015.0	0.2%	133%	107%
	Miscellaneous	1,331.0	0.3%	3,246.6	0.7%	1,648.1	0.3%	1,886.1	0.4%	1,851.7	0.4%	3,000.2	0.7%	62%	125%
	Salaries & Benefits	83,181.6	20.5%	89,007.9	19.4%	86,325.3	17.3%	86,551.3	18.3%	86,374.7	18.8%	80,325.4	18.3%	-7%	-3%
	Student Aid	3,691.5	0.9%	4,223.8	0.9%	4,034.9	0.8%	3,047.6	0.6%	2,467.6	0.5%	2,152.3	0.5%	-13%	-42%
	Travel	6,204.7	1.5%	6,431.6	1.4%	5,971.2	1.2%	6,244.0	1.3%	5,204.6	1.1%	4,585.3	1.0%	-12%	-26%
<b>Organized Research Total</b>		<b>135,828.1</b>	<b>33.4%</b>	<b>147,396.2</b>	<b>32.1%</b>	<b>142,395.4</b>	<b>28.6%</b>	<b>142,046.2</b>	<b>30.0%</b>	<b>136,369.8</b>	<b>29.7%</b>	<b>126,816.9</b>	<b>29.0%</b>	<b>-7%</b>	<b>-7%</b>
<b>Grand Total</b>		<b>406,414.9</b>	<b>100.0%</b>	<b>459,619.4</b>	<b>100.0%</b>	<b>497,860.7</b>	<b>100.0%</b>	<b>474,105.0</b>	<b>100.0%</b>	<b>458,615.9</b>	<b>100.0%</b>	<b>437,796.2</b>	<b>100.0%</b>	<b>-5%</b>	<b>8%</b>

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

FUND TYPE	Expenditure Source	FY10		FY11		FY12		FY13		FY14		FY15		% Change FY14-15	% Change FY10-15
		Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation	Expenditure	% of Allocation		
<b>Auxiliary</b>	Commodities	2,295.2	0.6%	1,723.7	0.4%	2,151.9	0.4%	1,112.9	0.2%	1,138.3	0.2%	1,153.3	0.3%	1%	-50%
	Contractual Services	11,646.1	2.9%	10,450.7	2.3%	9,080.7	1.8%	9,361.1	2.0%	9,852.3	2.1%	10,826.3	2.5%	10%	-7%
	Equipment	368.8	0.1%	9.0	0.0%	487.7	0.1%		0.0%	88.9	0.0%		0.0%	-100%	-100%
	Land/Buildings	397.3	0.1%	584.3	0.1%	489.2	0.1%	2,073.1	0.4%	99.1	0.0%	1,253.7	0.3%	1166%	216%
	Miscellaneous	(1,653.0)	-0.4%	(4,146.1)	-0.9%	1,147.0	0.2%	(1,388.4)	-0.3%	(2,073.9)	-0.5%	(2,127.1)	-0.5%	3%	29%
	Salaries & Benefits	3,703.0	0.9%	3,322.9	0.7%	3,745.0	0.8%	3,587.6	0.8%	3,609.9	0.8%	2,870.9	0.7%	-20%	-22%
	Student Aid	198.5	0.0%	216.6	0.0%	363.0	0.1%	294.9	0.1%	359.9	0.1%	376.6	0.1%	5%	90%
	Travel	55.6	0.0%	42.5	0.0%	38.5	0.0%	25.8	0.0%	32.4	0.0%	26.3	0.0%	-19%	-53%
<b>Auxiliary Total</b>		<b>17,011.5</b>	<b>4.2%</b>	<b>12,203.6</b>	<b>2.7%</b>	<b>17,503.1</b>	<b>3.5%</b>	<b>15,067.1</b>	<b>3.2%</b>	<b>13,106.9</b>	<b>2.9%</b>	<b>14,380.1</b>	<b>3.3%</b>	<b>10%</b>	<b>-15%</b>
<b>Capital</b>	Commodities	101.8	0.0%	46.1	0.0%	9.4	0.0%	3.6	0.0%		0.0%	6.1	0.0%	N/A	-94%
	Contractual Services	1,358.1	0.3%	422.8	0.1%	86.7	0.0%	53.0	0.0%	21.3	0.0%		0.0%	-100%	-100%
	Equipment	(6.3)	0.0%	38.1	0.0%		0.0%		0.0%		0.0%		0.0%	N/A	-100%
	Miscellaneous	(0.6)	0.0%	0.2	0.0%	(1.5)	0.0%	(2.9)	0.0%	(0.7)	0.0%		0.0%	-100%	-100%
	Salaries & Benefits	1,633.7	0.4%	730.1	0.2%	431.0	0.1%	167.0	0.0%	42.9	0.0%	10.5	0.0%	-75%	-99%
	Student Aid	121.3	0.0%	61.5	0.0%	45.9	0.0%	6.5	0.0%		0.0%		0.0%	N/A	-100%
	Travel	100.8	0.0%	44.2	0.0%	22.0	0.0%	5.5	0.0%	2.2	0.0%	1.4	0.0%	-39%	-99%
<b>Capital Total</b>		<b>3,308.7</b>	<b>0.8%</b>	<b>1,342.8</b>	<b>0.3%</b>	<b>593.6</b>	<b>0.1%</b>	<b>232.7</b>	<b>0.0%</b>	<b>65.8</b>	<b>0.0%</b>	<b>18.0</b>	<b>0.0%</b>	<b>-73%</b>	<b>-99%</b>
<b>Designated</b>	Commodities	3.1	0.0%	6.4	0.0%	0.2	0.0%	0.9	0.0%	0.5	0.0%	22.0	0.0%	4477%	608%
	Contractual Services	4.7	0.0%	24.7	0.0%	9.6	0.0%	6.7	0.0%	3.7	0.0%	65.5	0.0%	1678%	1306%
	Equipment	8.2	0.0%		0.0%		0.0%		0.0%		0.0%	60.2	0.0%	N/A	638%
	Miscellaneous	80.0	0.0%	80.0	0.0%	80.0	0.0%	125.2	0.0%	120.0	0.0%	128.0	0.0%	7%	60%
	Salaries & Benefits	381.2	0.1%	318.8	0.1%	279.8	0.1%	388.4	0.1%	645.9	0.1%	426.1	0.1%	-34%	12%
	Student Aid	1,401.1	0.3%	1,357.1	0.3%	1,370.9	0.3%	1,339.3	0.3%	1,409.4	0.3%	1,347.5	0.3%	-4%	-4%
	Travel	10.2	0.0%	7.6	0.0%	(0.5)	0.0%	3.6	0.0%	1.2	0.0%	1.5	0.0%	30%	-85%
<b>Designated Total</b>		<b>1,888.4</b>	<b>0.5%</b>	<b>1,794.6</b>	<b>0.4%</b>	<b>1,739.9</b>	<b>0.3%</b>	<b>1,864.1</b>	<b>0.4%</b>	<b>2,180.6</b>	<b>0.5%</b>	<b>2,050.8</b>	<b>0.5%</b>	<b>-6%</b>	<b>9%</b>
<b>Restricted</b>	Commodities	7,808.8	1.9%	6,991.0	1.5%	7,696.5	1.5%	7,772.4	1.6%	7,360.2	1.6%	6,530.6	1.5%	-11%	-16%
	Contractual Services	26,603.4	6.5%	32,332.5	7.0%	31,894.5	6.4%	28,571.1	6.0%	30,917.4	6.7%	29,303.3	6.7%	-5%	10%
	Equipment	6,364.1	1.6%	5,997.5	1.3%	7,500.0	1.5%	8,313.7	1.8%	5,773.1	1.3%	4,608.1	1.1%	-20%	-28%
	Land/Buildings	2,546.8	0.6%	27,229.6	5.9%	62,038.3	12.5%	32,816.4	6.9%	13,228.4	2.9%	4,312.6	1.0%	-67%	69%
	Miscellaneous	3,168.6	0.8%	3,768.4	0.8%	3,395.9	0.7%	3,441.1	0.7%	3,545.3	0.8%	3,599.0	0.8%	2%	14%
	Salaries & Benefits	69,577.5	17.1%	72,202.1	15.7%	68,624.4	13.8%	68,443.2	14.4%	67,673.3	14.8%	64,928.1	14.8%	-4%	-7%
	Student Aid	7,016.0	1.7%	9,575.5	2.1%	9,343.0	1.9%	8,801.8	1.9%	8,253.9	1.8%	6,606.8	1.5%	-20%	-6%
	Travel	7,496.7	1.8%	8,062.0	1.8%	7,376.6	1.5%	7,820.3	1.6%	6,972.3	1.5%	6,596.4	1.5%	-5%	-12%
<b>Restricted Total</b>		<b>130,581.8</b>	<b>32.1%</b>	<b>166,158.6</b>	<b>36.2%</b>	<b>197,869.1</b>	<b>39.7%</b>	<b>165,979.8</b>	<b>35.0%</b>	<b>143,724.0</b>	<b>31.3%</b>	<b>126,485.0</b>	<b>28.9%</b>	<b>-12%</b>	<b>-3%</b>
<b>Unrestricted</b>	Commodities	25,189.7	6.2%	27,345.9	5.9%	28,874.2	5.8%	29,761.0	6.3%	27,675.2	6.0%	26,949.6	6.2%	-3%	7%
	Contractual Services	41,020.7	10.1%	43,573.8	9.5%	43,159.5	8.7%	43,295.9	9.1%	45,426.8	9.9%	46,004.2	10.5%	1%	12%
	Equipment	1,773.5	0.4%	2,570.9	0.6%	2,263.7	0.5%	6,074.1	1.3%	3,248.8	0.7%	3,425.3	0.8%	5%	93%
	Land/Buildings	396.9	0.1%	1,382.0	0.3%	889.0	0.2%	2,106.5	0.4%	6,897.0	1.5%	17,573.1	4.0%	155%	4327%
	Miscellaneous	6,930.3	1.7%	15,058.7	3.3%	9,501.3	1.9%	10,526.9	2.2%	14,406.9	3.1%	8,892.2	2.0%	-38%	28%
	Salaries & Benefits	168,048.6	41.3%	178,043.9	38.7%	184,383.1	37.0%	187,540.2	39.6%	191,225.5	41.7%	182,545.2	41.7%	-5%	9%
	Student Aid	4,359.9	1.1%	4,570.3	1.0%	5,071.8	1.0%	5,660.4	1.2%	4,847.4	1.1%	5,126.5	1.2%	6%	18%
	Travel	5,904.9	1.5%	5,574.4	1.2%	6,012.5	1.2%	5,996.4	1.3%	5,811.0	1.3%	4,346.4	1.0%	-25%	-26%
<b>Unrestricted Total</b>		<b>253,624.6</b>	<b>62.4%</b>	<b>278,119.8</b>	<b>60.5%</b>	<b>280,155.1</b>	<b>56.3%</b>	<b>290,961.4</b>	<b>61.4%</b>	<b>299,538.6</b>	<b>65.3%</b>	<b>294,862.4</b>	<b>67.4%</b>	<b>-2%</b>	<b>16%</b>
<b>Grand Total</b>		<b>406,414.9</b>	<b>100.0%</b>	<b>459,619.4</b>	<b>100.0%</b>	<b>497,860.7</b>	<b>100.0%</b>	<b>474,105.0</b>	<b>100.0%</b>	<b>458,615.9</b>	<b>100.0%</b>	<b>437,796.2</b>	<b>100.0%</b>	<b>-5%</b>	<b>8%</b>

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

CABINET	UNIT	Expenditure Source	FY10		FY11		FY12		FY13		FY14		FY15		% Change FY14-15	% Change FY10-15
			Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total		
Chancellor	UAF Chancellor	Commodities	21.5	0.0%	41.2	0.0%	29.5	0.0%	29.9	0.0%	33.5	0.0%	35.3	0.0%	5%	64%
		Contractual Services	169.1	0.0%	227.8	0.0%	186.3	0.0%	243.3	0.1%	140.5	0.0%	151.0	0.0%	7%	-11%
		Equipment		0.0%	10.0	0.0%		0.0%		0.0%		0.0%		0.0%	N/A	N/A
		Miscellaneous	79.6	0.0%	130.3	0.0%	52.1	0.0%	68.7	0.0%	94.6	0.0%	104.7	0.0%	11%	32%
		Salaries & Benefits	1,208.6	0.3%	1,192.3	0.3%	1,173.9	0.2%	1,302.6	0.3%	1,209.2	0.3%	1,385.9	0.3%	15%	15%
		Travel	66.7	0.0%	69.9	0.0%	111.4	0.0%	91.0	0.0%	97.8	0.0%	81.9	0.0%	-16%	23%
		<b>UAF Chancellor Total</b>	<b>1,545.6</b>	<b>0.4%</b>	<b>1,671.6</b>	<b>0.4%</b>	<b>1,553.2</b>	<b>0.3%</b>	<b>1,735.4</b>	<b>0.4%</b>	<b>1,575.5</b>	<b>0.3%</b>	<b>1,758.9</b>	<b>0.4%</b>	<b>12%</b>	<b>14%</b>
<b>Chancellor Total</b>			<b>1,545.6</b>	<b>0.4%</b>	<b>1,671.6</b>	<b>0.4%</b>	<b>1,553.2</b>	<b>0.3%</b>	<b>1,735.4</b>	<b>0.4%</b>	<b>1,575.5</b>	<b>0.3%</b>	<b>1,758.9</b>	<b>0.4%</b>	<b>12%</b>	<b>14%</b>
Provost	College of Engineering & Mines	Commodities	1,078.3	0.3%	1,482.1	0.3%	1,762.9	0.4%	1,240.7	0.3%	1,223.0	0.3%	1,076.0	0.2%	-12%	0%
		Contractual Services	3,860.2	0.9%	7,186.3	1.6%	5,895.7	1.2%	5,699.4	1.2%	4,844.7	1.1%	2,704.8	0.6%	-44%	-30%
		Equipment	929.5	0.2%	1,331.8	0.3%	1,316.2	0.3%	1,057.7	0.2%	1,151.3	0.3%	254.4	0.1%	-78%	-73%
		Land/Buildings	32.2	0.0%	25.8	0.0%	47.9	0.0%	24.3	0.0%	14.9	0.0%	57.2	0.0%	283%	78%
		Miscellaneous	(349.7)	-0.1%	616.2	0.1%	(43.2)	0.0%	(200.2)	0.0%	(3.1)	0.0%	(133.3)	0.0%	4134%	-62%
		Salaries & Benefits	16,689.3	4.1%	18,528.5	4.0%	19,522.5	3.9%	19,117.6	4.0%	19,478.4	4.2%	18,532.4	4.2%	-5%	11%
		Student Aid	379.7	0.1%	485.6	0.1%	511.1	0.1%	360.2	0.1%	299.8	0.1%	344.8	0.1%	15%	-9%
		Travel	945.3	0.2%	1,001.0	0.2%	1,081.4	0.2%	1,146.0	0.2%	971.5	0.2%	705.9	0.2%	-27%	-25%
		<b>College of Engineering &amp; Mines Total</b>	<b>23,564.9</b>	<b>5.8%</b>	<b>30,657.5</b>	<b>6.7%</b>	<b>30,094.6</b>	<b>6.0%</b>	<b>28,445.8</b>	<b>6.0%</b>	<b>27,980.5</b>	<b>6.1%</b>	<b>23,542.2</b>	<b>5.4%</b>	<b>-16%</b>	<b>0%</b>
	College of Liberal Arts	Commodities	635.2	0.2%	813.0	0.2%	657.0	0.1%	569.7	0.1%	564.5	0.1%	699.9	0.2%	24%	10%
		Contractual Services	1,251.7	0.3%	1,204.2	0.3%	1,148.6	0.2%	964.5	0.2%	1,140.4	0.2%	985.5	0.2%	-14%	-21%
		Equipment	76.3	0.0%	18.5	0.0%	5.6	0.0%	89.6	0.0%	39.4	0.0%	25.9	0.0%	-34%	-66%
		Miscellaneous	(42.0)	0.0%	180.3	0.0%	137.2	0.0%	(150.0)	0.0%	(159.2)	0.0%	1,001.9	0.2%	-729%	-2484%
		Salaries & Benefits	15,047.3	3.7%	15,088.7	3.3%	15,463.0	3.1%	15,885.7	3.4%	16,167.1	3.5%	15,308.0	3.5%	-5%	2%
		Student Aid	123.7	0.0%	144.9	0.0%	132.9	0.0%	97.1	0.0%	273.1	0.1%	223.5	0.1%	-18%	81%
		Travel	794.4	0.2%	931.1	0.2%	679.5	0.1%	742.1	0.2%	721.4	0.2%	748.9	0.2%	4%	-6%
		<b>College of Liberal Arts Total</b>	<b>17,886.6</b>	<b>4.4%</b>	<b>18,380.8</b>	<b>4.0%</b>	<b>18,223.8</b>	<b>3.7%</b>	<b>18,198.7</b>	<b>3.8%</b>	<b>18,746.7</b>	<b>4.1%</b>	<b>18,993.6</b>	<b>4.3%</b>	<b>1%</b>	<b>6%</b>
	College of Nat Sciences&Mathematics	Commodities	550.7	0.1%	491.2	0.1%	547.0	0.1%	471.7	0.1%	445.5	0.1%	585.6	0.1%	31%	6%
		Contractual Services	889.2	0.2%	707.9	0.2%	814.3	0.2%	861.4	0.2%	858.6	0.2%	1,092.6	0.2%	27%	23%
		Equipment	68.7	0.0%	56.3	0.0%	135.3	0.0%	1,503.1	0.3%	147.3	0.0%	319.7	0.1%	117%	365%
		Land/Buildings		0.0%		0.0%		0.0%		0.0%		0.0%	14.5	0.0%	N/A	N/A
		Miscellaneous	(11.5)	0.0%	22.9	0.0%	80.6	0.0%	(126.9)	0.0%	(115.2)	0.0%	(125.9)	0.0%	9%	994%
		Salaries & Benefits	11,080.2	2.7%	11,051.3	2.4%	11,423.9	2.3%	12,390.3	2.6%	13,225.5	2.9%	13,677.5	3.1%	3%	23%
		Student Aid	243.6	0.1%	650.0	0.1%	456.2	0.1%	663.1	0.1%	585.6	0.1%	523.8	0.1%	-11%	115%
		Travel	313.1	0.1%	395.8	0.1%	310.1	0.1%	372.4	0.1%	327.5	0.1%	287.0	0.1%	-12%	-8%
		<b>College of Nat Sciences&amp;Mathematics Total</b>	<b>13,134.0</b>	<b>3.2%</b>	<b>13,375.2</b>	<b>2.9%</b>	<b>13,767.3</b>	<b>2.8%</b>	<b>16,135.1</b>	<b>3.4%</b>	<b>15,474.8</b>	<b>3.4%</b>	<b>16,374.8</b>	<b>3.7%</b>	<b>6%</b>	<b>25%</b>
	School of Fisheries & Ocean Science	Commodities	1,734.7	0.4%	1,758.6	0.4%	1,877.3	0.4%	2,913.4	0.6%	3,177.4	0.7%	3,111.1	0.7%	-2%	79%
		Contractual Services	5,428.3	1.3%	6,014.8	1.3%	7,069.2	1.4%	6,743.8	1.4%	7,569.5	1.7%	12,733.8	2.9%	68%	135%
		Equipment	1,176.3	0.3%	1,628.8	0.4%	969.0	0.2%	2,025.8	0.4%	2,363.9	0.5%	928.1	0.2%	-61%	-21%
		Land/Buildings	1,666.4	0.4%	27,311.5	5.9%	61,552.0	12.4%	31,838.6	6.7%	13,450.9	2.9%	3,855.7	0.9%	-71%	131%
		Miscellaneous	(9.0)	0.0%	265.3	0.1%	(49.7)	0.0%	79.1	0.0%	177.4	0.0%	0.4	0.0%	-100%	-104%
		Salaries & Benefits	17,575.3	4.3%	18,760.1	4.1%	18,837.2	3.8%	19,079.8	4.0%	19,413.8	4.2%	20,013.2	4.6%	3%	14%
		Student Aid	742.4	0.2%	1,157.8	0.3%	1,411.3	0.3%	1,499.0	0.3%	1,113.5	0.2%	803.3	0.2%	-28%	8%
		Travel	1,253.2	0.3%	1,426.2	0.3%	1,330.1	0.3%	1,270.5	0.3%	1,684.5	0.4%	1,268.1	0.3%	-25%	1%
		<b>School of Fisheries &amp; Ocean Science Total</b>	<b>29,567.5</b>	<b>7.3%</b>	<b>58,323.0</b>	<b>12.7%</b>	<b>92,996.5</b>	<b>18.7%</b>	<b>65,449.9</b>	<b>13.8%</b>	<b>48,950.7</b>	<b>10.7%</b>	<b>42,713.5</b>	<b>9.8%</b>	<b>-13%</b>	<b>44%</b>
	School of Management	Commodities	251.5	0.1%	200.6	0.0%	332.5	0.1%	205.9	0.0%	274.3	0.1%	221.8	0.1%	-19%	-12%
		Contractual Services	206.1	0.1%	204.4	0.0%	273.0	0.1%	289.3	0.1%	305.1	0.1%	282.1	0.1%	-8%	37%
		Equipment	7.2	0.0%	9.2	0.0%	5.3	0.0%		0.0%	18.0	0.0%		0.0%	-100%	-100%
		Miscellaneous	(13.4)	0.0%	239.4	0.1%	(10.4)	0.0%	(194.6)	0.0%	(1.2)	0.0%	690.1	0.2%	-58144%	-5238%
		Salaries & Benefits	4,392.7	1.1%	4,592.5	1.0%	5,258.5	1.1%	5,792.5	1.2%	5,871.1	1.3%	5,704.6	1.3%	-3%	30%
		Student Aid	1.3	0.0%	2.1	0.0%	21.1	0.0%	38.4	0.0%	34.8	0.0%	44.6	0.0%	28%	3274%
		Travel	142.2	0.0%	156.5	0.0%	179.1	0.0%	94.2	0.0%	114.1	0.0%	90.9	0.0%	-20%	-36%
		<b>School of Management Total</b>	<b>4,987.7</b>	<b>1.2%</b>	<b>5,404.8</b>	<b>1.2%</b>	<b>6,059.1</b>	<b>1.2%</b>	<b>6,225.7</b>	<b>1.3%</b>	<b>6,616.2</b>	<b>1.4%</b>	<b>7,034.2</b>	<b>1.6%</b>	<b>6%</b>	<b>41%</b>

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

CABINET	UNIT	Expenditure Source	FY10		FY11		FY12		FY13		FY14		FY15		% Change FY14-15	% Change FY10-15
			Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total		
Provost	UAF Provost Office Operations	Commodities	115.3	0.0%	200.7	0.0%	228.0	0.0%	321.9	0.1%	231.2	0.1%	383.4	0.1%	66%	233%
		Contractual Services	638.6	0.2%	1,139.8	0.2%	732.8	0.1%	1,018.7	0.2%	1,100.5	0.2%	1,175.0	0.3%	7%	84%
		Equipment	5.4	0.0%		0.0%	8.5	0.0%		0.0%	11.4	0.0%	9.6	0.0%	-16%	78%
		Land/Buildings		0.0%		0.0%		0.0%	20.0	0.0%		0.0%		0.0%	N/A	N/A
		Miscellaneous	14.5	0.0%	(605.5)	-0.1%	36.3	0.0%	529.4	0.1%	303.2	0.1%	889.2	0.2%	193%	6050%
		Salaries & Benefits	3,498.4	0.9%	3,622.2	0.8%	4,051.8	0.8%	4,658.4	1.0%	4,901.6	1.1%	5,681.4	1.3%	16%	62%
		Student Aid	780.2	0.2%	540.5	0.1%	529.9	0.1%	779.4	0.2%	1,020.2	0.2%	997.0	0.2%	-2%	28%
		Travel	183.0	0.0%	187.9	0.0%	145.4	0.0%	281.7	0.1%	296.7	0.1%	309.5	0.1%	4%	69%
	<b>UAF Provost Office Operations Total</b>		<b>5,235.5</b>	<b>1.3%</b>	<b>5,085.6</b>	<b>1.1%</b>	<b>5,732.8</b>	<b>1.2%</b>	<b>7,609.5</b>	<b>1.6%</b>	<b>7,864.8</b>	<b>1.7%</b>	<b>9,445.2</b>	<b>2.2%</b>	<b>20%</b>	<b>80%</b>
	UAF School of Education	Commodities	50.8	0.0%	55.9	0.0%	44.8	0.0%	60.2	0.0%	66.3	0.0%	123.9	0.0%	87%	144%
		Contractual Services	225.6	0.1%	175.7	0.0%	206.6	0.0%	190.4	0.0%	306.8	0.1%	275.7	0.1%	-10%	22%
		Equipment		0.0%		0.0%		0.0%	9.4	0.0%	18.7	0.0%	10.0	0.0%	-47%	N/A
		Miscellaneous	(104.8)	0.0%	(9.8)	0.0%	(13.3)	0.0%	(46.1)	0.0%	(24.7)	0.0%	206.0	0.0%	-933%	-297%
		Salaries & Benefits	3,449.7	0.8%	3,627.8	0.8%	3,760.1	0.8%	3,914.2	0.8%	4,395.5	1.0%	4,099.6	0.9%	-7%	19%
		Student Aid	184.3	0.0%	179.6	0.0%	191.4	0.0%	84.2	0.0%	70.2	0.0%	44.2	0.0%	-37%	-76%
		Travel	168.7	0.0%	135.1	0.0%	115.1	0.0%	214.5	0.0%	300.7	0.1%	266.4	0.1%	-11%	58%
	<b>UAF School of Education Total</b>		<b>3,974.4</b>	<b>1.0%</b>	<b>4,164.2</b>	<b>0.9%</b>	<b>4,304.7</b>	<b>0.9%</b>	<b>4,426.7</b>	<b>0.9%</b>	<b>5,133.5</b>	<b>1.1%</b>	<b>5,025.8</b>	<b>1.1%</b>	<b>-2%</b>	<b>26%</b>
	UA Museum of the North	Commodities	549.6	0.1%	578.4	0.1%	627.5	0.1%	596.7	0.1%	674.0	0.1%	697.2	0.2%	3%	27%
		Contractual Services	300.7	0.1%	350.4	0.1%	354.5	0.1%	291.1	0.1%	364.5	0.1%	436.0	0.1%	20%	45%
		Equipment	264.4	0.1%	65.7	0.0%	216.4	0.0%	123.6	0.0%	84.1	0.0%	335.8	0.1%	299%	27%
		Land/Buildings		0.0%		0.0%	9.4	0.0%		0.0%		0.0%		0.0%	N/A	N/A
		Miscellaneous	27.4	0.0%	6.5	0.0%	(20.8)	0.0%	(21.3)	0.0%	(39.6)	0.0%	(1.2)	0.0%	-97%	-104%
		Salaries & Benefits	2,911.2	0.7%	3,217.4	0.7%	3,099.5	0.6%	3,136.2	0.7%	3,399.9	0.7%	3,454.0	0.8%	2%	19%
		Student Aid	20.1	0.0%	40.9	0.0%	37.2	0.0%	42.3	0.0%	24.9	0.0%	33.1	0.0%	33%	64%
		Travel	178.6	0.0%	143.8	0.0%	137.9	0.0%	102.8	0.0%	164.6	0.0%	119.8	0.0%	-27%	-33%
	<b>UA Museum of the North Total</b>		<b>4,252.1</b>	<b>1.0%</b>	<b>4,403.1</b>	<b>1.0%</b>	<b>4,461.7</b>	<b>0.9%</b>	<b>4,271.4</b>	<b>0.9%</b>	<b>4,672.4</b>	<b>1.0%</b>	<b>5,074.6</b>	<b>1.2%</b>	<b>9%</b>	<b>19%</b>
	UAF Rasmuson Library	Commodities	2,214.4	0.5%	2,808.9	0.6%	2,564.9	0.5%	2,494.7	0.5%	2,524.4	0.6%	2,664.8	0.6%	6%	20%
		Contractual Services	696.4	0.2%	792.0	0.2%	683.7	0.1%	570.1	0.1%	596.0	0.1%	535.0	0.1%	-10%	-23%
		Equipment		0.0%		0.0%	12.2	0.0%	7.5	0.0%	76.1	0.0%	65.9	0.0%	-13%	N/A
		Land/Buildings		0.0%	141.3	0.0%		0.0%	299.9	0.1%		0.0%		0.0%	N/A	N/A
		Miscellaneous	1.8	0.0%	(1.8)	0.0%	4.8	0.0%	4.2	0.0%	(8.3)	0.0%	100.0	0.0%	-1300%	5360%
		Salaries & Benefits	5,225.2	1.3%	5,379.3	1.2%	5,521.3	1.1%	5,553.2	1.2%	5,054.2	1.1%	4,770.2	1.1%	-6%	-9%
		Student Aid	4.7	0.0%	3.0	0.0%	0.5	0.0%	8.9	0.0%	0.5	0.0%	6.7	0.0%	1335%	41%
		Travel	75.5	0.0%	81.2	0.0%	148.9	0.0%	100.7	0.0%	125.7	0.0%	54.7	0.0%	-56%	-28%
	<b>UAF Rasmuson Library Total</b>		<b>8,218.1</b>	<b>2.0%</b>	<b>9,203.9</b>	<b>2.0%</b>	<b>8,936.2</b>	<b>1.8%</b>	<b>9,039.1</b>	<b>1.9%</b>	<b>8,368.5</b>	<b>1.8%</b>	<b>8,197.3</b>	<b>1.9%</b>	<b>-2%</b>	<b>0%</b>
	UAF Summer Sessions	Commodities	40.6	0.0%	46.2	0.0%	43.6	0.0%	47.6	0.0%	49.2	0.0%	34.2	0.0%	-30%	-16%
		Contractual Services	232.0	0.1%	223.5	0.0%	295.7	0.1%	336.3	0.1%	425.5	0.1%	426.6	0.1%	0%	84%
		Miscellaneous	172.1	0.0%	128.7	0.0%	135.1	0.0%	170.3	0.0%	130.3	0.0%	207.1	0.0%	59%	20%
		Salaries & Benefits	1,547.1	0.4%	1,551.0	0.3%	1,560.5	0.3%	1,558.3	0.3%	1,622.9	0.4%	1,521.8	0.3%	-6%	-2%
		Student Aid	40.6	0.0%	55.0	0.0%	96.4	0.0%	79.0	0.0%	99.0	0.0%	86.4	0.0%	-13%	113%
		Travel	67.9	0.0%	79.6	0.0%	111.8	0.0%	85.0	0.0%	114.3	0.0%	86.4	0.0%	-24%	27%
	<b>UAF Summer Sessions Total</b>		<b>2,100.4</b>	<b>0.5%</b>	<b>2,084.0</b>	<b>0.5%</b>	<b>2,243.1</b>	<b>0.5%</b>	<b>2,276.5</b>	<b>0.5%</b>	<b>2,441.2</b>	<b>0.5%</b>	<b>2,362.5</b>	<b>0.5%</b>	<b>-3%</b>	<b>12%</b>
	School of Nat Res & Extension	Commodities	929.3	0.2%	813.7	0.2%	842.3	0.2%	797.0	0.2%	751.2	0.2%	628.5	0.1%	-16%	-32%
		Contractual Services	2,118.3	0.5%	2,342.5	0.5%	2,258.1	0.5%	2,082.2	0.4%	2,121.1	0.5%	1,692.9	0.4%	-20%	-20%
		Equipment	339.9	0.1%	52.8	0.0%	149.0	0.0%	78.7	0.0%	140.1	0.0%	12.9	0.0%	-91%	-96%
		Land/Buildings		0.0%		0.0%		0.0%	51.5	0.0%	292.8	0.1%		0.0%	-100%	N/A
		Miscellaneous	97.8	0.0%	51.2	0.0%	212.1	0.0%	96.6	0.0%	7.9	0.0%	9.5	0.0%	20%	-90%
		Salaries & Benefits	15,876.1	3.9%	15,387.8	3.3%	14,778.8	3.0%	14,553.5	3.1%	14,317.8	3.1%	13,060.1	3.0%	-9%	-18%
		Student Aid	89.1	0.0%	97.3	0.0%	35.5	0.0%	69.1	0.0%	89.1	0.0%	58.1	0.0%	-35%	-35%
		Travel	978.1	0.2%	841.8	0.2%	859.9	0.2%	855.6	0.2%	735.7	0.2%	634.4	0.1%	-14%	-35%
	<b>School of Nat Res &amp; Extension Total</b>		<b>20,428.6</b>	<b>5.0%</b>	<b>19,587.1</b>	<b>4.3%</b>	<b>19,135.7</b>	<b>3.8%</b>	<b>18,584.2</b>	<b>3.9%</b>	<b>18,455.7</b>	<b>4.0%</b>	<b>16,096.3</b>	<b>3.7%</b>	<b>-13%</b>	<b>-21%</b>

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

CABINET	UNIT	Expenditure Source	FY10		FY11		FY12		FY13		FY14		FY15		% Change FY14-15	% Change FY10-15
			Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total		
Provost	UAF eLearning & Distance Education	Commodities	87.0	0.0%	89.7	0.0%	53.2	0.0%	52.9	0.0%	126.8	0.0%	228.4	0.1%	80%	163%
		Contractual Services	304.6	0.1%	488.5	0.1%	325.1	0.1%	177.6	0.0%	428.9	0.1%	483.3	0.1%	13%	59%
		Equipment		0.0%	32.4	0.0%	(0.0)	0.0%	6.4	0.0%		0.0%	5.2	0.0%	N/A	N/A
		Miscellaneous		0.0%	240.0	0.1%	1.2	0.0%	(12.2)	0.0%	(40.2)	0.0%	170.0	0.0%	-523%	N/A
		Salaries & Benefits	959.5	0.2%	1,148.0	0.2%	1,180.4	0.2%	1,053.4	0.2%	2,728.5	0.6%	2,365.8	0.5%	-13%	147%
		Student Aid		0.0%		0.0%		0.0%		0.0%	29.8	0.0%	13.3	0.0%	-55%	N/A
		Travel	39.0	0.0%	32.1	0.0%	25.5	0.0%	25.6	0.0%	59.6	0.0%	66.6	0.0%	12%	71%
	<b>UAF eLearning &amp; Distance Education Total</b>		<b>1,390.1</b>	<b>0.3%</b>	<b>2,030.7</b>	<b>0.4%</b>	<b>1,585.5</b>	<b>0.3%</b>	<b>1,303.6</b>	<b>0.3%</b>	<b>3,333.4</b>	<b>0.7%</b>	<b>3,332.6</b>	<b>0.8%</b>	<b>0%</b>	<b>140%</b>
<b>Provost Total</b>			<b>134,739.6</b>	<b>33.2%</b>	<b>172,700.0</b>	<b>37.6%</b>	<b>207,541.0</b>	<b>41.7%</b>	<b>181,966.1</b>	<b>38.4%</b>	<b>168,038.3</b>	<b>36.6%</b>	<b>158,192.7</b>	<b>36.1%</b>	<b>-6%</b>	<b>17%</b>
UAF Central Managed Projects	UAF Central Fixed Costs	Commodities	131.9	0.0%	110.8	0.0%	64.8	0.0%	62.9	0.0%	49.6	0.0%	36.8	0.0%	-26%	-72%
		Contractual Services	3,664.0	0.9%	5,195.0	1.1%	3,423.3	0.7%	3,788.7	0.8%	4,128.2	0.9%	4,490.5	1.0%	9%	23%
		Equipment		0.0%		0.0%	17.4	0.0%	8.1	0.0%	20.3	0.0%	74.4	0.0%	266%	N/A
		Land/Buildings		0.0%		0.0%	50.0	0.0%		0.0%	167.0	0.0%	7,426.0	1.7%	4347%	N/A
		Miscellaneous	10,815.9	2.7%	15,589.5	3.4%	17,365.1	3.5%	20,186.2	4.3%	26,928.2	5.9%	22,157.6	5.1%	-18%	105%
		Salaries & Benefits	1,420.4	0.3%	1,656.3	0.4%	1,560.5	0.3%	1,147.2	0.2%	1,534.7	0.3%	1,882.7	0.4%	23%	33%
		Travel		0.0%		0.0%	3.2	0.0%	3.1	0.0%	29.3	0.0%		0.0%	-100%	N/A
	<b>UAF Central Fixed Costs Total</b>		<b>16,032.1</b>	<b>3.9%</b>	<b>22,551.7</b>	<b>4.9%</b>	<b>22,484.3</b>	<b>4.5%</b>	<b>25,196.2</b>	<b>5.3%</b>	<b>32,857.3</b>	<b>7.2%</b>	<b>36,068.0</b>	<b>8.2%</b>	<b>10%</b>	<b>125%</b>
	UAF Central Investment Areas	Commodities	131.9	0.0%	143.7	0.0%	180.6	0.0%	156.9	0.0%	106.9	0.0%	48.8	0.0%	-54%	-63%
		Contractual Services	358.7	0.1%	1,052.2	0.2%	322.6	0.1%	293.9	0.1%	272.3	0.1%	282.1	0.1%	4%	-21%
		Equipment	523.6	0.1%	496.3	0.1%	64.6	0.0%	565.8	0.1%	94.5	0.0%		0.0%	-100%	-100%
		Land/Buildings		0.0%		0.0%		0.0%		0.0%	1,265.3	0.3%	4,963.6	1.1%	292%	N/A
		Miscellaneous	2,104.4	0.5%	5,794.5	1.3%	1,556.5	0.3%	2,595.3	0.5%	1,125.2	0.2%	(2,505.6)	-0.6%	-323%	-219%
		Salaries & Benefits	950.6	0.2%	954.8	0.2%	716.5	0.1%	563.9	0.1%	712.5	0.2%	443.4	0.1%	-38%	-53%
		Student Aid	5,524.8	1.4%	5,562.6	1.2%	6,110.8	1.2%	6,747.8	1.4%	6,026.2	1.3%	6,587.5	1.5%	9%	19%
		Travel	67.1	0.0%	130.9	0.0%	63.9	0.0%	23.5	0.0%	11.6	0.0%		0.0%	-100%	-100%
	<b>UAF Central Investment Areas Total</b>		<b>9,661.1</b>	<b>2.4%</b>	<b>14,135.1</b>	<b>3.1%</b>	<b>9,015.6</b>	<b>1.8%</b>	<b>10,947.1</b>	<b>2.3%</b>	<b>9,614.5</b>	<b>2.1%</b>	<b>9,819.8</b>	<b>2.2%</b>	<b>2%</b>	<b>2%</b>
	UAF Central Budget Management	Commodities		0.0%		0.0%		0.0%		0.0%		0.0%	64.5	0.0%	N/A	N/A
		Land/Buildings		0.0%		0.0%		0.0%		0.0%	739.7	0.2%	632.6	0.1%	-14%	N/A
		Miscellaneous	(145.2)	0.0%	200.4	0.0%	1,813.2	0.4%	1,465.3	0.3%	1.3	0.0%	0.0	0.0%	-100%	-100%
		Salaries & Benefits	1,848.5	0.5%	5,176.1	1.1%	5,027.6	1.0%	5,266.6	1.1%	6,375.8	1.4%	5,248.2	1.2%	-18%	184%
		Student Aid	(5,607.5)	-1.4%	(5,969.2)	-1.3%	(5,980.0)	-1.2%	(6,061.6)	-1.3%	(6,322.5)	-1.4%	(7,315.8)	-1.7%	16%	30%
	<b>UAF Central Budget Management Total</b>		<b>(3,904.1)</b>	<b>-1.0%</b>	<b>(592.7)</b>	<b>-0.1%</b>	<b>860.8</b>	<b>0.2%</b>	<b>670.3</b>	<b>0.1%</b>	<b>794.2</b>	<b>0.2%</b>	<b>(1,370.5)</b>	<b>-0.3%</b>	<b>-273%</b>	<b>-65%</b>
<b>UAF Central Managed Projects Total</b>			<b>21,789.1</b>	<b>5.4%</b>	<b>36,094.1</b>	<b>7.9%</b>	<b>32,360.7</b>	<b>6.5%</b>	<b>36,813.6</b>	<b>7.8%</b>	<b>43,266.0</b>	<b>9.4%</b>	<b>44,517.3</b>	<b>10.2%</b>	<b>3%</b>	<b>104%</b>
UAF OIT	UAF Office Information Technology	Commodities	643.6	0.2%	750.2	0.2%	700.9	0.1%	666.4	0.1%	599.6	0.1%	398.2	0.1%	-34%	-38%
		Contractual Services	1,378.1	0.3%	1,531.9	0.3%	1,942.0	0.4%	1,839.2	0.4%	1,649.7	0.4%	1,666.9	0.4%	1%	21%
		Equipment	149.3	0.0%	424.4	0.1%	192.2	0.0%	196.9	0.0%	96.9	0.0%	227.0	0.1%	134%	52%
		Land/Buildings		0.0%		0.0%	122.0	0.0%	932.5	0.2%	31.5	0.0%	250.0	0.1%	693%	N/A
		Miscellaneous	(55.5)	0.0%	(948.3)	-0.2%	(433.2)	-0.1%	(468.9)	-0.1%	(187.5)	0.0%	(99.8)	0.0%	-47%	80%
		Salaries & Benefits	4,540.8	1.1%	4,394.2	1.0%	4,534.6	0.9%	4,268.6	0.9%	4,541.8	1.0%	4,008.8	0.9%	-12%	-12%
		Travel	53.9	0.0%	45.3	0.0%	45.7	0.0%	58.9	0.0%	60.0	0.0%	45.4	0.0%	-24%	-16%
	<b>UAF Office Information Technology Total</b>		<b>6,710.2</b>	<b>1.7%</b>	<b>6,197.7</b>	<b>1.3%</b>	<b>7,104.0</b>	<b>1.4%</b>	<b>7,493.6</b>	<b>1.6%</b>	<b>6,792.0</b>	<b>1.5%</b>	<b>6,496.5</b>	<b>1.5%</b>	<b>-4%</b>	<b>-3%</b>
<b>UAF OIT Total</b>			<b>6,710.2</b>	<b>1.7%</b>	<b>6,197.7</b>	<b>1.3%</b>	<b>7,104.0</b>	<b>1.4%</b>	<b>7,493.6</b>	<b>1.6%</b>	<b>6,792.0</b>	<b>1.5%</b>	<b>6,496.5</b>	<b>1.5%</b>	<b>-4%</b>	<b>-3%</b>
VCRCNE	Bristol Bay Campus	Commodities	230.6	0.1%	172.3	0.0%	267.1	0.1%	298.2	0.1%	142.6	0.0%	221.6	0.1%	55%	-4%
		Contractual Services	328.9	0.1%	354.9	0.1%	498.8	0.1%	457.6	0.1%	359.9	0.1%	351.1	0.1%	-2%	7%
		Equipment	11.4	0.0%		0.0%	36.9	0.0%	68.7	0.0%	97.6	0.0%	23.1	0.0%	-76%	103%
		Land/Buildings		0.0%	541.9	0.1%	104.5	0.0%		0.0%	0.2	0.0%		0.0%	-100%	N/A
		Miscellaneous	(0.3)	0.0%	37.2	0.0%	(94.5)	0.0%	(17.4)	0.0%	0.0	0.0%	298.1	0.1%	#####	-117842%
		Salaries & Benefits	2,901.3	0.7%	2,924.8	0.6%	3,201.5	0.6%	3,121.9	0.7%	2,771.9	0.6%	2,620.9	0.6%	-5%	-10%
		Student Aid	114.7	0.0%	126.6	0.0%	104.8	0.0%	188.7	0.0%	179.6	0.0%	175.4	0.0%	-2%	53%
		Travel	237.0	0.1%	193.3	0.0%	306.2	0.1%	379.4	0.1%	222.1	0.0%	363.3	0.1%	64%	53%
	<b>Bristol Bay Campus Total</b>		<b>3,823.6</b>	<b>0.9%</b>	<b>4,351.1</b>	<b>0.9%</b>	<b>4,425.3</b>	<b>0.9%</b>	<b>4,497.1</b>	<b>0.9%</b>	<b>3,773.9</b>	<b>0.8%</b>	<b>4,053.5</b>	<b>0.9%</b>	<b>7%</b>	<b>6%</b>

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

CABINET	UNIT	Expenditure Source	FY10		FY11		FY12		FY13		FY14		FY15		% Change FY14-15	% Change FY10-15
			Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total		
VCRNE	Chukchi Campus	Commodities	118.5	0.0%	59.6	0.0%	84.6	0.0%	48.0	0.0%	62.6	0.0%	29.6	0.0%	-53%	-75%
		Contractual Services	448.6	0.1%	274.0	0.1%	888.1	0.2%	836.1	0.2%	509.4	0.1%	449.1	0.1%	-12%	0%
		Equipment	51.5	0.0%	56.1	0.0%	15.8	0.0%	11.4	0.0%	0.0%	0.0%	18.2	0.0%	N/A	-65%
		Land/Buildings	2.2	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	-100%
		Miscellaneous	306.3	0.1%	2.6	0.0%	(19.5)	0.0%	(3.4)	0.0%	(21.8)	0.0%	2.6	0.0%	-112%	-99%
		Salaries & Benefits	1,379.7	0.3%	1,441.6	0.3%	1,559.4	0.3%	1,545.4	0.3%	1,580.0	0.3%	1,347.6	0.3%	-15%	-2%
		Student Aid	25.9	0.0%	14.3	0.0%	29.4	0.0%	21.1	0.0%	22.5	0.0%	15.2	0.0%	-32%	-41%
		Travel	126.9	0.0%	65.3	0.0%	75.1	0.0%	103.0	0.0%	96.2	0.0%	42.9	0.0%	-55%	-66%
	<b>Chukchi Campus Total</b>		<b>2,459.6</b>	<b>0.6%</b>	<b>1,913.3</b>	<b>0.4%</b>	<b>2,632.8</b>	<b>0.5%</b>	<b>2,561.7</b>	<b>0.5%</b>	<b>2,249.0</b>	<b>0.5%</b>	<b>1,905.3</b>	<b>0.4%</b>	<b>-15%</b>	<b>-23%</b>
	Community and Technical College	Commodities	1,081.3	0.3%	1,109.4	0.2%	1,180.6	0.2%	1,018.8	0.2%	978.5	0.2%	983.4	0.2%	1%	-9%
		Contractual Services	1,266.0	0.3%	1,626.1	0.4%	1,735.8	0.3%	2,145.2	0.5%	1,834.4	0.4%	1,917.9	0.4%	5%	51%
		Equipment	63.0	0.0%	91.6	0.0%	63.2	0.0%	231.4	0.0%	197.3	0.0%	80.5	0.0%	-59%	28%
		Land/Buildings	0.0%	0.0%	0.0%	0.0%	37.2	0.0%	132.1	0.0%	900.0	0.2%	321.2	0.1%	-64%	N/A
		Miscellaneous	239.7	0.1%	(209.7)	0.0%	69.2	0.0%	174.5	0.0%	2.9	0.0%	322.5	0.1%	10935%	35%
		Salaries & Benefits	9,281.8	2.3%	9,943.4	2.2%	10,072.4	2.0%	9,873.4	2.1%	10,230.5	2.2%	9,846.7	2.2%	-4%	6%
		Student Aid	106.7	0.0%	68.9	0.0%	89.0	0.0%	105.0	0.0%	118.5	0.0%	114.5	0.0%	-3%	7%
		Travel	132.1	0.0%	82.9	0.0%	78.4	0.0%	73.5	0.0%	86.6	0.0%	91.6	0.0%	6%	-31%
	<b>Community and Technical College Total</b>		<b>12,170.5</b>	<b>3.0%</b>	<b>12,712.6</b>	<b>2.8%</b>	<b>13,325.9</b>	<b>2.7%</b>	<b>13,753.9</b>	<b>2.9%</b>	<b>14,348.8</b>	<b>3.1%</b>	<b>13,678.3</b>	<b>3.1%</b>	<b>-5%</b>	<b>12%</b>
	Kuskokwim Campus	Commodities	256.2	0.1%	293.5	0.1%	244.7	0.0%	181.9	0.0%	243.4	0.1%	234.3	0.1%	-4%	-9%
		Contractual Services	789.4	0.2%	780.4	0.2%	863.3	0.2%	879.4	0.2%	739.0	0.2%	713.3	0.2%	-3%	-10%
		Equipment	16.9	0.0%	0.0%	0.0%	10.7	0.0%	0.0%	0.0%	34.8	0.0%	103.7	0.0%	198%	514%
		Miscellaneous	3.6	0.0%	26.3	0.0%	0.7	0.0%	(5.0)	0.0%	5.7	0.0%	(214.2)	0.0%	-3871%	-6019%
		Salaries & Benefits	4,530.2	1.1%	4,950.1	1.1%	4,559.7	0.9%	4,703.0	1.0%	4,638.1	1.0%	4,110.9	0.9%	-11%	-9%
		Student Aid	257.1	0.1%	216.4	0.0%	103.9	0.0%	99.0	0.0%	57.9	0.0%	66.1	0.0%	14%	-74%
		Travel	175.7	0.0%	221.8	0.0%	216.6	0.0%	155.3	0.0%	182.8	0.0%	164.1	0.0%	-10%	-7%
	<b>Kuskokwim Campus Total</b>		<b>6,029.2</b>	<b>1.5%</b>	<b>6,488.6</b>	<b>1.4%</b>	<b>5,999.5</b>	<b>1.2%</b>	<b>6,013.6</b>	<b>1.3%</b>	<b>5,901.7</b>	<b>1.3%</b>	<b>5,178.2</b>	<b>1.2%</b>	<b>-12%</b>	<b>-14%</b>
	Northwest Campus	Commodities	201.4	0.0%	181.4	0.0%	177.6	0.0%	151.6	0.0%	175.3	0.0%	129.9	0.0%	-26%	-35%
		Contractual Services	328.4	0.1%	354.6	0.1%	345.2	0.1%	502.3	0.1%	316.9	0.1%	337.8	0.1%	7%	3%
		Equipment	16.3	0.0%	93.5	0.0%	62.2	0.0%	0.0%	0.0%	15.8	0.0%	12.6	0.0%	-20%	-22%
		Land/Buildings	0.0%	0.0%	305.0	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	N/A	N/A
		Miscellaneous	1.1	0.0%	1.3	0.0%	0.8	0.0%	3.5	0.0%	0.8	0.0%	99.4	0.0%	12510%	8730%
		Salaries & Benefits	2,116.7	0.5%	1,966.5	0.4%	2,037.5	0.4%	1,949.7	0.4%	2,002.0	0.4%	1,904.6	0.4%	-5%	-10%
		Student Aid	16.9	0.0%	19.6	0.0%	23.2	0.0%	18.3	0.0%	30.5	0.0%	34.6	0.0%	13%	104%
		Travel	120.3	0.0%	102.4	0.0%	167.6	0.0%	154.8	0.0%	209.2	0.0%	166.5	0.0%	-20%	38%
	<b>Northwest Campus Total</b>		<b>2,801.1</b>	<b>0.7%</b>	<b>3,024.3</b>	<b>0.7%</b>	<b>2,814.1</b>	<b>0.6%</b>	<b>2,780.2</b>	<b>0.6%</b>	<b>2,750.5</b>	<b>0.6%</b>	<b>2,685.6</b>	<b>0.6%</b>	<b>-2%</b>	<b>-4%</b>
	Rural College	Commodities	1,098.0	0.3%	1,327.6	0.3%	1,468.7	0.3%	644.5	0.1%	596.7	0.1%	475.1	0.1%	-20%	-57%
		Contractual Services	2,010.8	0.5%	1,735.6	0.4%	1,679.7	0.3%	1,659.8	0.4%	1,307.7	0.3%	1,410.5	0.3%	8%	-30%
		Equipment	19.4	0.0%	185.6	0.0%	163.1	0.0%	43.4	0.0%	82.5	0.0%	0.0%	0.0%	-100%	-100%
		Land/Buildings	50.0	0.0%	0.0%	0.0%	34.2	0.0%	11.9	0.0%	791.4	0.2%	677.6	0.2%	-14%	1255%
		Miscellaneous	25.7	0.0%	278.6	0.1%	(23.3)	0.0%	702.2	0.1%	1,016.9	0.2%	606.1	0.1%	-40%	2263%
		Salaries & Benefits	7,550.8	1.9%	8,017.9	1.7%	8,401.1	1.7%	8,357.4	1.8%	5,877.3	1.3%	5,723.9	1.3%	-3%	-24%
		Student Aid	298.6	0.1%	298.4	0.1%	446.2	0.1%	83.6	0.0%	146.2	0.0%	221.5	0.1%	51%	-26%
		Travel	631.4	0.2%	547.4	0.1%	582.1	0.1%	490.4	0.1%	394.9	0.1%	350.0	0.1%	-11%	-45%
	<b>Rural College Total</b>		<b>11,684.6</b>	<b>2.9%</b>	<b>12,391.1</b>	<b>2.7%</b>	<b>12,751.8</b>	<b>2.6%</b>	<b>11,993.2</b>	<b>2.5%</b>	<b>10,213.5</b>	<b>2.2%</b>	<b>9,464.6</b>	<b>2.2%</b>	<b>-7%</b>	<b>-19%</b>
	Interior Alaska Campus	Commodities	332.1	0.1%	479.0	0.1%	385.3	0.1%	370.0	0.1%	270.3	0.1%	258.0	0.1%	-5%	-22%
		Contractual Services	758.0	0.2%	1,286.0	0.3%	772.2	0.2%	596.7	0.1%	543.3	0.1%	594.1	0.1%	9%	-22%
		Equipment	54.5	0.0%	18.7	0.0%	24.1	0.0%	0.0%	0.0%	11.0	0.0%	7.4	0.0%	-33%	-86%
		Land/Buildings	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	39.0	0.0%	N/A	N/A
		Miscellaneous	7.0	0.0%	8.3	0.0%	(48.0)	0.0%	(0.7)	0.0%	(44.2)	0.0%	98.6	0.0%	-323%	1318%
		Salaries & Benefits	3,577.8	0.9%	3,578.3	0.8%	3,945.2	0.8%	3,888.4	0.8%	3,541.7	0.8%	3,135.2	0.7%	-11%	-12%
		Student Aid	130.0	0.0%	240.9	0.1%	232.2	0.0%	353.6	0.1%	336.6	0.1%	182.6	0.0%	-46%	40%
		Travel	455.8	0.1%	521.7	0.1%	563.9	0.1%	600.5	0.1%	371.0	0.1%	346.2	0.1%	-7%	-24%
	<b>Interior Alaska Campus Total</b>		<b>5,315.3</b>	<b>1.3%</b>	<b>6,133.0</b>	<b>1.3%</b>	<b>5,874.8</b>	<b>1.2%</b>	<b>5,808.5</b>	<b>1.2%</b>	<b>5,029.7</b>	<b>1.1%</b>	<b>4,661.1</b>	<b>1.1%</b>	<b>-7%</b>	<b>-12%</b>
<b>VCRNE Total</b>			<b>44,283.9</b>	<b>10.9%</b>	<b>47,014.0</b>	<b>10.2%</b>	<b>47,824.3</b>	<b>9.6%</b>	<b>47,408.2</b>	<b>10.0%</b>	<b>44,267.1</b>	<b>9.7%</b>	<b>41,626.5</b>	<b>9.5%</b>	<b>-6%</b>	<b>-6%</b>



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

CABINET	UNIT	Expenditure Source	FY10		FY11		FY12		FY13		FY14		FY15		% Change FY14-15	% Change FY10-15
			Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total		
<b>VCUSA</b>	VCUSA Admin & Central Support	Commodities	80.2	0.0%	60.5	0.0%	82.7	0.0%	59.5	0.0%	32.8	0.0%	19.7	0.0%	-40%	-75%
		Contractual Services	307.4	0.1%	510.8	0.1%	547.1	0.1%	154.3	0.0%	155.5	0.0%	196.9	0.0%	27%	-36%
		Equipment		0.0%		0.0%	6.0	0.0%		0.0%		0.0%		0.0%	N/A	N/A
		Miscellaneous	21.7	0.0%	168.0	0.0%	22.2	0.0%	14.7	0.0%	11.8	0.0%	9.2	0.0%	-23%	-58%
		Salaries & Benefits	1,907.2	0.5%	1,929.8	0.4%	1,843.0	0.4%	1,517.3	0.3%	1,169.0	0.3%	1,270.4	0.3%	9%	-33%
		Student Aid	14.2	0.0%	5.0	0.0%	(2.9)	0.0%		0.0%		0.0%	7.1	0.0%	N/A	-50%
		Travel	136.2	0.0%	130.8	0.0%	120.0	0.0%	60.6	0.0%	58.2	0.0%	64.1	0.0%	10%	-53%
	<b>VCUSA Admin &amp; Central Support Total</b>		<b>2,466.9</b>	<b>0.6%</b>	<b>2,804.9</b>	<b>0.6%</b>	<b>2,618.2</b>	<b>0.5%</b>	<b>1,806.4</b>	<b>0.4%</b>	<b>1,427.3</b>	<b>0.3%</b>	<b>1,567.4</b>	<b>0.4%</b>	<b>10%</b>	<b>-36%</b>
	UAF Student Services	Commodities	1,095.6	0.3%	1,157.1	0.3%	1,270.1	0.3%	1,317.3	0.3%	1,317.4	0.3%	1,403.8	0.3%	7%	28%
		Contractual Services	6,713.1	1.7%	5,661.3	1.2%	4,963.0	1.0%	4,917.6	1.0%	5,942.8	1.3%	6,224.6	1.4%	5%	-7%
		Equipment	332.9	0.1%		0.0%	408.1	0.1%	43.5	0.0%	230.1	0.1%	10.5	0.0%	-95%	-97%
		Land/Buildings	397.3	0.1%	599.7	0.1%	869.0	0.2%	165.4	0.0%	82.9	0.0%	1,282.7	0.3%	1447%	223%
		Miscellaneous	39.7	0.0%	(128.9)	0.0%	1,735.8	0.3%	1,870.0	0.4%	(70.0)	0.0%	176.1	0.0%	-352%	344%
		Salaries & Benefits	9,363.5	2.3%	10,023.2	2.2%	9,994.8	2.0%	10,215.2	2.2%	10,668.7	2.3%	10,044.4	2.3%	-6%	7%
		Student Aid	6,009.4	1.5%	8,016.1	1.7%	7,971.1	1.6%	8,024.0	1.7%	7,836.3	1.7%	7,409.5	1.7%	-5%	23%
		Travel	213.2	0.1%	230.8	0.1%	230.7	0.0%	208.1	0.0%	208.5	0.0%	187.6	0.0%	-10%	-12%
	<b>UAF Student Services Total</b>		<b>24,164.6</b>	<b>5.9%</b>	<b>25,559.2</b>	<b>5.6%</b>	<b>27,442.7</b>	<b>5.5%</b>	<b>26,761.0</b>	<b>5.6%</b>	<b>26,216.7</b>	<b>5.7%</b>	<b>26,739.2</b>	<b>6.1%</b>	<b>2%</b>	<b>11%</b>
	UAF Advancement & Outreach	Commodities	597.2	0.1%	522.2	0.1%	591.9	0.1%	644.5	0.1%	636.1	0.1%	567.9	0.1%	-11%	-5%
		Contractual Services	3,498.7	0.9%	3,205.1	0.7%	3,150.9	0.6%	3,599.5	0.8%	3,556.8	0.8%	3,259.1	0.7%	-8%	-7%
		Equipment	(25.3)	0.0%	111.3	0.0%	29.2	0.0%	132.7	0.0%	214.4	0.0%	30.2	0.0%	-86%	-219%
		Land/Buildings	904.6	0.2%		0.0%	79.5	0.0%	381.1	0.1%	49.5	0.0%	138.1	0.0%	179%	-85%
		Miscellaneous	(474.0)	-0.1%	174.4	0.0%	15.9	0.0%	13.7	0.0%	(545.5)	-0.1%	(736.4)	-0.2%	35%	55%
		Salaries & Benefits	6,020.3	1.5%	6,146.8	1.3%	6,916.6	1.4%	6,870.7	1.4%	7,143.0	1.6%	6,939.3	1.6%	-3%	15%
		Student Aid	630.6	0.2%	637.2	0.1%	671.2	0.1%	701.6	0.1%	1,112.2	0.2%	1,443.9	0.3%	30%	129%
		Travel	1,395.8	0.3%	1,347.2	0.3%	1,457.4	0.3%	1,457.4	0.3%	1,343.7	0.3%	1,104.1	0.3%	-18%	-21%
	<b>UAF Advancement &amp; Outreach Total</b>		<b>12,548.0</b>	<b>3.1%</b>	<b>12,144.2</b>	<b>2.6%</b>	<b>12,912.7</b>	<b>2.6%</b>	<b>13,801.3</b>	<b>2.9%</b>	<b>13,510.2</b>	<b>2.9%</b>	<b>12,746.2</b>	<b>2.9%</b>	<b>-6%</b>	<b>2%</b>
<b>VCUSA Total</b>			<b>39,179.4</b>	<b>9.6%</b>	<b>40,508.3</b>	<b>8.8%</b>	<b>42,973.5</b>	<b>8.6%</b>	<b>42,368.7</b>	<b>8.9%</b>	<b>41,154.2</b>	<b>9.0%</b>	<b>41,052.8</b>	<b>9.4%</b>	<b>0%</b>	<b>5%</b>
<b>VCAS</b>	UAF Financial Services	Commodities	819.0	0.2%	331.5	0.1%	593.9	0.1%	326.0	0.1%	236.0	0.1%	176.7	0.0%	-25%	-78%
		Contractual Services	5,760.7	1.4%	5,524.2	1.2%	5,386.1	1.1%	5,657.2	1.2%	6,039.7	1.3%	6,670.2	1.5%	10%	16%
		Equipment	30.3	0.0%	123.7	0.0%	129.5	0.0%		0.0%	6.8	0.0%	10.7	0.0%	58%	-65%
		Land/Buildings		0.0%		0.0%		0.0%	2,000.0	0.4%	589.8	0.1%	1,070.9	0.2%	82%	N/A
		Miscellaneous	1,445.4	0.4%	206.3	0.0%	2,507.0	0.5%	(70.1)	0.0%	1,482.2	0.3%	(39.4)	0.0%	-103%	-103%
		Salaries & Benefits	5,704.4	1.4%	5,406.5	1.2%	5,212.9	1.0%	5,261.0	1.1%	4,948.9	1.1%	4,441.0	1.0%	-10%	-22%
		Student Aid	1.8	0.0%	3.0	0.0%	2.8	0.0%	2.6	0.0%	3.2	0.0%	0.4	0.0%	-88%	-78%
		Travel	88.3	0.0%	86.5	0.0%	100.2	0.0%	89.4	0.0%	120.0	0.0%	57.8	0.0%	-52%	-35%
	<b>UAF Financial Services Total</b>		<b>13,849.8</b>	<b>3.4%</b>	<b>11,681.8</b>	<b>2.5%</b>	<b>13,932.4</b>	<b>2.8%</b>	<b>13,266.1</b>	<b>2.8%</b>	<b>13,426.6</b>	<b>2.9%</b>	<b>12,388.2</b>	<b>2.8%</b>	<b>-8%</b>	<b>-11%</b>
	UAF VCAS Operations	Commodities	216.4	0.1%	240.3	0.1%	294.3	0.1%	204.3	0.0%	150.6	0.0%	38.8	0.0%	-74%	-82%
		Contractual Services	346.0	0.1%	375.9	0.1%	265.3	0.1%	234.9	0.0%	201.3	0.0%	242.2	0.1%	20%	-30%
		Equipment	210.6	0.1%		0.0%		0.0%		0.0%		0.0%	2.5	0.0%	N/A	-99%
		Land/Buildings		0.0%		0.0%		0.0%		0.0%		0.0%	141.4	0.0%	N/A	N/A
		Miscellaneous	(14.4)	0.0%	379.0	0.1%	413.5	0.1%	(336.0)	-0.1%	4.5	0.0%	198.1	0.0%	4309%	-1478%
		Salaries & Benefits	1,422.5	0.4%	1,546.3	0.3%	1,715.3	0.3%	1,179.8	0.2%	941.8	0.2%	578.0	0.1%	-39%	-59%
		Travel	16.7	0.0%	34.0	0.0%	34.0	0.0%	34.2	0.0%	41.8	0.0%	23.5	0.0%	-44%	40%
	<b>UAF VCAS Operations Total</b>		<b>2,197.8</b>	<b>0.5%</b>	<b>2,575.5</b>	<b>0.6%</b>	<b>2,722.3</b>	<b>0.5%</b>	<b>1,317.2</b>	<b>0.3%</b>	<b>1,340.0</b>	<b>0.3%</b>	<b>1,224.5</b>	<b>0.3%</b>	<b>-9%</b>	<b>-44%</b>
	UAF VCAS Business Operations	Commodities	53.6	0.0%	74.5	0.0%	94.9	0.0%	68.2	0.0%	85.7	0.0%	49.4	0.0%	-42%	-8%
		Contractual Services	96.8	0.0%	132.3	0.0%	111.2	0.0%	172.9	0.0%	98.0	0.0%	175.0	0.0%	79%	81%
		Equipment	57.4	0.0%		0.0%		0.0%		0.0%		0.0%	1.3	0.0%	N/A	-98%
		Miscellaneous		0.0%	80.0	0.0%	1.7	0.0%	(52.3)	0.0%	1.0	0.0%	195.3	0.0%	19170%	N/A
		Salaries & Benefits	3,067.4	0.8%	3,068.6	0.7%	3,291.0	0.7%	3,549.4	0.7%	3,420.3	0.7%	3,476.6	0.8%	2%	13%
		Travel	34.1	0.0%	35.9	0.0%	47.6	0.0%	66.0	0.0%	67.9	0.0%	47.7	0.0%	-30%	40%
	<b>UAF VCAS Business Operations Total</b>		<b>3,309.3</b>	<b>0.8%</b>	<b>3,391.4</b>	<b>0.7%</b>	<b>3,546.5</b>	<b>0.7%</b>	<b>3,804.3</b>	<b>0.8%</b>	<b>3,672.9</b>	<b>0.8%</b>	<b>3,945.4</b>	<b>0.9%</b>	<b>7%</b>	<b>19%</b>

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

CABINET	UNIT	Expenditure Source	FY10		FY11		FY12		FY13		FY14		FY15		% Change FY14-15	% Change FY10-15
			Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total		
<b>VCAS</b>	Facilities Services	Commodities	13,540.1	3.3%	14,126.6	3.1%	15,814.5	3.2%	17,487.5	3.7%	15,982.3	3.5%	14,723.3	3.4%	-8%	9%
		Contractual Services	18,178.9	4.5%	17,747.5	3.9%	19,207.7	3.9%	18,067.2	3.8%	19,716.4	4.3%	19,462.1	4.4%	-1%	7%
		Equipment	54.1	0.0%	212.4	0.0%	410.4	0.1%	189.9	0.0%	295.2	0.1%	300.9	0.1%	2%	456%
		Land/Buildings	16.1	0.0%	335.7	0.1%	55.6	0.0%	652.2	0.1%	1,763.6	0.4%	1,350.3	0.3%	-23%	8302%
		Miscellaneous	(6,783.0)	-1.7%	(10,291.9)	-2.2%	(11,939.2)	-2.4%	(14,316.0)	-3.0%	(13,903.7)	-3.0%	(14,567.5)	-3.3%	5%	115%
		Salaries & Benefits	18,006.5	4.4%	19,145.5	4.2%	20,006.4	4.0%	20,082.4	4.2%	20,942.1	4.6%	20,192.8	4.6%	-4%	12%
		Student Aid	7.2	0.0%	6.7	0.0%		0.0%		0.0%	0.8	0.0%		0.0%	-100%	-100%
		Travel	109.3	0.0%	109.0	0.0%	140.5	0.0%	145.9	0.0%	164.2	0.0%	66.6	0.0%	-59%	-39%
	<b>Facilities Services Total</b>		<b>43,129.2</b>	<b>10.6%</b>	<b>41,391.6</b>	<b>9.0%</b>	<b>43,695.9</b>	<b>8.8%</b>	<b>42,309.2</b>	<b>8.9%</b>	<b>44,960.9</b>	<b>9.8%</b>	<b>41,528.5</b>	<b>9.5%</b>	<b>-8%</b>	<b>-4%</b>
	UAF Safety Services	Commodities	393.1	0.1%	326.6	0.1%	347.9	0.1%	389.8	0.1%	464.6	0.1%	403.1	0.1%	-13%	3%
		Contractual Services	560.9	0.1%	569.9	0.1%	599.8	0.1%	707.3	0.1%	770.0	0.2%	937.3	0.2%	22%	67%
		Equipment	31.9	0.0%	42.6	0.0%	40.0	0.0%	153.3	0.0%	4.6	0.0%		0.0%	-100%	-100%
		Land/Buildings		0.0%		0.0%		0.0%		0.0%	100.0	0.0%		0.0%	-100%	N/A
		Miscellaneous	(75.5)	0.0%	(77.9)	0.0%	(84.3)	0.0%	(102.3)	0.0%	(86.9)	0.0%	(33.8)	0.0%	-61%	-55%
		Salaries & Benefits	5,051.3	1.2%	5,028.5	1.1%	5,248.1	1.1%	5,677.4	1.2%	5,578.6	1.2%	5,227.2	1.2%	-6%	3%
		Travel	42.2	0.0%	48.7	0.0%	40.7	0.0%	67.6	0.0%	62.7	0.0%	52.4	0.0%	-16%	24%
	<b>UAF Safety Services Total</b>		<b>6,003.8</b>	<b>1.5%</b>	<b>5,938.3</b>	<b>1.3%</b>	<b>6,192.2</b>	<b>1.2%</b>	<b>6,893.2</b>	<b>1.5%</b>	<b>6,893.5</b>	<b>1.5%</b>	<b>6,586.3</b>	<b>1.5%</b>	<b>-4%</b>	<b>10%</b>
<b>VCAS Total</b>			<b>68,489.9</b>	<b>16.9%</b>	<b>64,978.5</b>	<b>14.1%</b>	<b>70,089.3</b>	<b>14.1%</b>	<b>67,590.0</b>	<b>14.3%</b>	<b>70,293.9</b>	<b>15.3%</b>	<b>65,672.7</b>	<b>15.0%</b>	<b>-7%</b>	<b>-4%</b>
<b>VCR</b>	Geophysical Institute	Commodities	2,960.8	0.7%	2,216.0	0.5%	1,792.7	0.4%	1,765.3	0.4%	1,750.1	0.4%	1,818.7	0.4%	4%	-39%
		Contractual Services	10,721.9	2.6%	11,357.1	2.5%	10,127.7	2.0%	8,508.2	1.8%	8,339.0	1.8%	8,368.7	1.9%	0%	-22%
		Equipment	2,957.2	0.7%	2,829.6	0.6%	2,258.1	0.5%	5,224.3	1.1%	2,572.9	0.6%	4,139.2	0.9%	61%	40%
		Land/Buildings	268.3	0.1%	(96.7)	0.0%	117.7	0.0%	367.6	0.1%	216.5	0.0%	354.4	0.1%	64%	32%
		Miscellaneous	131.7	0.0%	889.7	0.2%	101.4	0.0%	121.7	0.0%	(4.3)	0.0%	913.7	0.2%	-21309%	593%
		Salaries & Benefits	28,981.5	7.1%	29,984.0	6.5%	26,653.4	5.4%	26,197.7	5.5%	25,785.5	5.6%	24,875.2	5.7%	-4%	-14%
		Student Aid	873.7	0.2%	931.5	0.2%	1,068.2	0.2%	879.4	0.2%	847.5	0.2%	741.6	0.2%	-12%	-15%
		Travel	1,851.9	0.5%	1,763.5	0.4%	1,759.7	0.4%	1,762.7	0.4%	1,437.4	0.3%	1,450.5	0.3%	1%	-22%
	<b>Geophysical Institute Total</b>		<b>48,746.9</b>	<b>12.0%</b>	<b>49,874.6</b>	<b>10.9%</b>	<b>43,878.9</b>	<b>8.8%</b>	<b>44,827.0</b>	<b>9.5%</b>	<b>40,944.5</b>	<b>8.9%</b>	<b>42,662.1</b>	<b>9.7%</b>	<b>4%</b>	<b>-12%</b>
	Institute of Arctic Biology	Commodities	2,190.3	0.5%	2,267.1	0.5%	2,467.0	0.5%	2,025.1	0.4%	1,472.8	0.3%	1,418.4	0.3%	-4%	-35%
		Contractual Services	3,789.5	0.9%	4,374.5	1.0%	4,096.5	0.8%	3,728.5	0.8%	3,685.4	0.8%	2,882.7	0.7%	-24%	-24%
		Equipment	514.5	0.1%	356.1	0.1%	2,399.5	0.5%	757.5	0.2%	515.8	0.1%	458.3	0.1%	-11%	-11%
		Land/Buildings	4.0	0.0%		0.0%	224.2	0.0%		0.0%		0.0%		0.0%	N/A	-100%
		Miscellaneous	(319.7)	-0.1%	361.1	0.1%	114.9	0.0%	(235.7)	0.0%	(141.8)	0.0%	75.6	0.0%	-153%	-124%
		Salaries & Benefits	14,349.2	3.5%	14,902.3	3.2%	13,877.1	2.8%	13,363.3	2.8%	13,456.6	2.9%	12,553.6	2.9%	-7%	-13%
		Student Aid	1,131.7	0.3%	1,303.7	0.3%	1,305.3	0.3%	948.9	0.2%	604.2	0.1%	428.6	0.1%	-29%	-62%
		Travel	1,291.1	0.3%	1,180.1	0.3%	1,149.9	0.2%	1,221.1	0.3%	944.2	0.2%	852.7	0.2%	-10%	-34%
	<b>Institute of Arctic Biology Total</b>		<b>22,950.5</b>	<b>5.6%</b>	<b>24,744.9</b>	<b>5.4%</b>	<b>25,634.4</b>	<b>5.1%</b>	<b>21,808.6</b>	<b>4.6%</b>	<b>20,537.2</b>	<b>4.5%</b>	<b>18,669.8</b>	<b>4.3%</b>	<b>-9%</b>	<b>-19%</b>
	Intl Arctic Research Center	Commodities	580.9	0.1%	455.3	0.1%	502.6	0.1%	560.9	0.1%	403.2	0.1%	386.5	0.1%	-4%	-33%
		Contractual Services	2,292.2	0.6%	1,518.6	0.3%	2,286.8	0.5%	2,133.3	0.4%	4,743.4	1.0%	1,734.5	0.4%	-63%	-24%
		Equipment	273.5	0.1%	286.1	0.1%	433.7	0.1%	1,295.2	0.3%	517.8	0.1%	467.2	0.1%	-10%	71%
		Land/Buildings		0.0%	5.3	0.0%	113.3	0.0%	118.9	0.0%	(231.6)	-0.1%	432.2	0.1%	-287%	N/A
		Miscellaneous	381.0	0.1%	758.4	0.2%	297.9	0.1%	815.4	0.2%	(5.2)	0.0%	88.5	0.0%	-1802%	-77%
		Salaries & Benefits	6,252.0	1.5%	7,081.3	1.5%	7,990.7	1.6%	9,064.0	1.9%	9,215.8	2.0%	7,322.2	1.7%	-21%	17%
		Student Aid	148.3	0.0%	191.9	0.0%	180.1	0.0%	239.1	0.1%	187.6	0.0%	126.3	0.0%	-33%	-15%
		Travel	808.0	0.2%	944.2	0.2%	728.1	0.1%	993.1	0.2%	688.5	0.2%	550.0	0.1%	-20%	-32%
	<b>Intl Arctic Research Center Total</b>		<b>10,736.1</b>	<b>2.6%</b>	<b>11,241.1</b>	<b>2.4%</b>	<b>12,533.1</b>	<b>2.5%</b>	<b>15,219.8</b>	<b>3.2%</b>	<b>15,519.5</b>	<b>3.4%</b>	<b>11,107.3</b>	<b>2.5%</b>	<b>-28%</b>	<b>3%</b>
	Vice Chancellor for Research	Commodities	219.2	0.1%	239.6	0.1%	193.8	0.0%	30.6	0.0%	52.1	0.0%	17.5	0.0%	-66%	-92%
		Contractual Services	606.5	0.1%	426.1	0.1%	572.2	0.1%	467.4	0.1%	297.5	0.1%	259.6	0.1%	-13%	-57%
		Equipment	104.5	0.0%	81.7	0.0%	669.2	0.1%	85.8	0.0%		0.0%		0.0%	N/A	-100%
		Land/Buildings		0.0%	26.3	0.0%		0.0%		0.0%		0.0%		0.0%	N/A	N/A
		Miscellaneous	990.4	0.2%	105.9	0.0%	141.6	0.0%	68.3	0.0%	113.6	0.0%	314.8	0.1%	177%	-68%
		Salaries & Benefits	2,375.9	0.6%	1,284.1	0.3%	1,999.7	0.4%	2,305.6	0.5%	1,938.7	0.4%	1,501.4	0.3%	-23%	-37%
		Student Aid	49.1	0.0%	107.0	0.0%	90.0	0.0%	15.9	0.0%	2.0	0.0%		0.0%	-100%	-100%
		Travel	323.3	0.1%	305.2	0.1%	204.7	0.0%	105.8	0.0%	78.5	0.0%	68.5	0.0%	-13%	-79%
	<b>Vice Chancellor for Research Total</b>		<b>4,669.0</b>	<b>1.1%</b>	<b>2,575.8</b>	<b>0.6%</b>	<b>3,871.1</b>	<b>0.8%</b>	<b>3,079.5</b>	<b>0.6%</b>	<b>2,482.3</b>	<b>0.5%</b>	<b>2,161.7</b>	<b>0.5%</b>	<b>-13%</b>	<b>-54%</b>

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

CABINET	UNIT	Expenditure Source	FY10		FY11		FY12		FY13		FY14		FY15		% Change FY14-15	% Change FY10-15
			Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total	Expenditure	% of Total		
VCR	VCR Development Programs & Projects	Commodities	167.8	0.0%	88.0	0.0%	320.3	0.1%	370.4	0.1%	224.1	0.0%	267.4	0.1%	19%	59%
		Contractual Services	108.9	0.0%	152.7	0.0%	202.0	0.0%	472.7	0.1%	813.0	0.2%	598.8	0.1%	-26%	450%
		Equipment	193.4	0.0%	0.0	0.0%		0.0%	477.7	0.1%	52.0	0.0%	158.5	0.0%	205%	-18%
		Land/Buildings		0.0%		0.0%		0.0%		0.0%		0.0%	132.0	0.0%	N/A	N/A
		Miscellaneous	16.3	0.0%	92.7	0.0%	85.2	0.0%	81.9	0.0%	(7.5)	0.0%	14.6	0.0%	-295%	-10%
		Salaries & Benefits	1,282.8	0.3%	920.0	0.2%	1,466.9	0.3%	2,161.5	0.5%	2,396.9	0.5%	2,511.2	0.6%	5%	96%
		Student Aid	753.6	0.2%	643.8	0.1%	325.8	0.1%	15.2	0.0%	40.8	0.0%	39.5	0.0%	-3%	-95%
		Travel	52.0	0.0%	121.7	0.0%	96.9	0.0%	215.3	0.0%	225.9	0.0%	155.8	0.0%	-31%	200%
		<b>VCR Development Programs &amp; Projects Total</b>	<b>2,574.7</b>	<b>0.6%</b>	<b>2,018.9</b>	<b>0.4%</b>	<b>2,497.1</b>	<b>0.5%</b>	<b>3,794.7</b>	<b>0.8%</b>	<b>3,745.2</b>	<b>0.8%</b>	<b>3,877.9</b>	<b>0.9%</b>	<b>4%</b>	<b>51%</b>
<b>VCR Total</b>			<b>89,677.1</b>	<b>22.1%</b>	<b>90,455.3</b>	<b>19.7%</b>	<b>88,414.7</b>	<b>17.8%</b>	<b>88,729.5</b>	<b>18.7%</b>	<b>83,228.7</b>	<b>18.1%</b>	<b>78,478.9</b>	<b>17.9%</b>	<b>-6%</b>	<b>-12%</b>
<b>Grand Total</b>			<b>406,414.9</b>	<b>100.0%</b>	<b>459,619.4</b>	<b>100.0%</b>	<b>497,860.7</b>	<b>100.0%</b>	<b>474,105.0</b>	<b>100.0%</b>	<b>458,615.9</b>	<b>100.0%</b>	<b>437,796.2</b>	<b>100.0%</b>	<b>-5%</b>	<b>8%</b>

UAF Research Expenditures FY11-FY15 Actuals (\$000's)					
	FY11 (Actuals)	FY12 (Actuals)	FY13 (Actuals)	FY14 (Actuals)	FY15 (Actuals)
<b>1 Federal Research (including ICR)</b>  <i>Federal</i> grant-funded research expenditures including both direct research expenditures as well as indirect cost recovery (ICR) from <u>restricted</u> research grants spent on research and administrative support.	\$105,521.2	\$99,674.0	\$94,952.8	\$85,903.7	\$81,585.7
<b>2 Research (NCHEMS w/Capital Projects)</b> External research funding, including <i>federal</i> grant-funded expenditures, <i>state</i> pass-throughs, and <i>state capital</i> research grants. This figure does <u>not</u> include <u>unrestricted</u> funds.	\$123,975.7	\$117,399.4	\$114,487.8	\$106,925.0	\$97,535.5
<b>3 UA Research Performance Definition</b> Grant-funded operating research expenditures from <i>federal</i> , <i>state</i> , and <i>private</i> sources, including both direct research expenditures as well as Indirect Cost Recovery from <u>restricted</u> research grants spent on research and administrative support. This metric does <u>not</u> consider expenditures for non-research sponsored activities such as public service or outreach.	\$122,376.4	\$116,689.5	\$114,200.6	\$106,843.9	\$97,513.0
<b>4 Federal Research w/Public Service &amp; Instruction</b> a. w/o Financial Aid (scholarships) b. w/ Financial Aid (scholarships)  <i>Federal</i> grant-funded research expenditures including both direct research expenditures as well as indirect cost recovery (ICR) from restricted research grants spent on research and administrative support. This figure <u>includes</u> research dollars classified as public service or as Instruction.	\$113,377.0	\$108,392.3	\$103,487.7	\$101,520.8	\$93,509.0
	\$114,857.7	\$109,749.2	\$104,060.3	\$101,803.1	\$93,650.3
<b>5 Research (NCHEMS) - not including ARRA or capital funds</b>  Grant-funded operating research expenditures, including ICR, directly related to scientific and academic research, including both <u>restricted</u> and <u>unrestricted funds</u> from <i>federal</i> , <i>state</i> , and <i>private</i> sources.	\$134,070.6	\$128,191.8	\$126,936.2	\$123,886.6	\$118,504.9
<b>6 Research (NCHEMS) - including ARRA and capital funds</b>  Grant-funded operating research expenditures, including ICR, directly related to scientific and academic research, including both <u>restricted</u> , <u>unrestricted</u> and <u>capital funds</u> from <i>federal</i> , <i>state</i> , and <i>private</i> sources.	\$143,582.5	\$138,213.5	\$139,611.0	\$133,123.1	\$124,042.2
<b>7 Audited Financial Statements - Schedule of Expenditures of Federal Awards</b> The research cluster reported on UA's schedule of expenditures for federal awards (SEFA) prepared in accordance with the requirements described in the U.S. Office of Management and Budget (OMB) Circular A-133 Compliance Supplement.	\$128,630.0	\$144,460.9	\$132,599.4	\$107,540.1	\$100,096.6
<b>8 National Science Foundation (NSF) Survey</b>  The NSF Higher Education Research and Development (HERD) survey collects all research expenditures, including <i>federal</i> , <i>state</i> , and <i>private</i> sources. Unlike the other figures represented in this table, the NSF also reports <u>unrecovered</u> indirect costs. The NSF figure is the most inclusive definition of an institution's legitimate research capacity.	\$175,246.4	\$165,528.0	\$162,543.0	\$155,768.9	available at calendar year-end 2015

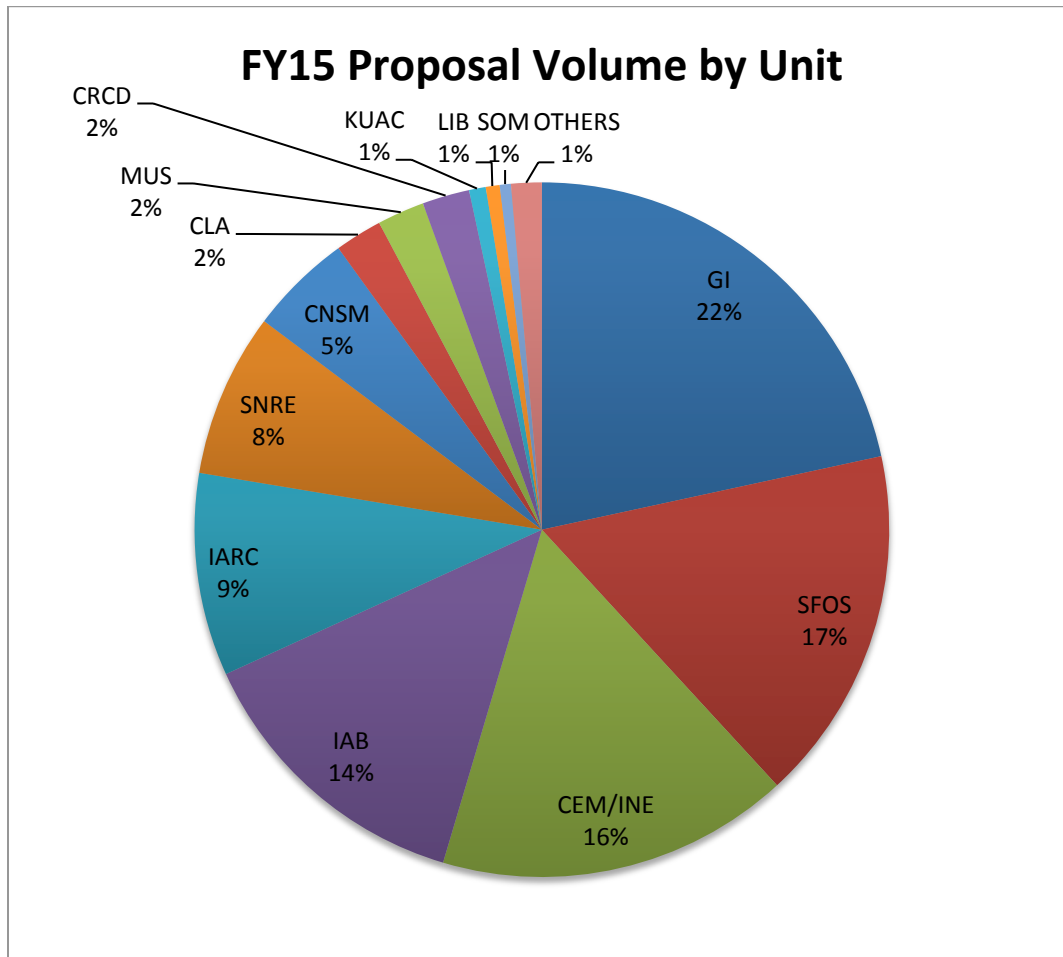
**Sources:**

- 1 - Table 5.06, UA in Review 2016
- 2 - Table 5.06, UA in Review 2016
- 3 - Table 5.06, UA in Review 2016
- 4 - UA Yellowbook FY16 - all Fairbanks Organized Research page 50.
- 5 - UA Yellowbook FY16 - all University of Alaska Fairbanks page 45.
- 6 - UAF FY15 Financial Review, Appendix 1.D.1
- 7 - UA reported Schedule of Expenditures for Federal Awards (SEFA). (Request full Excel files from SW Fund Accounting in order to obtain MAU split).
- 8 - UAF Planning, Analysis and Institutional Research

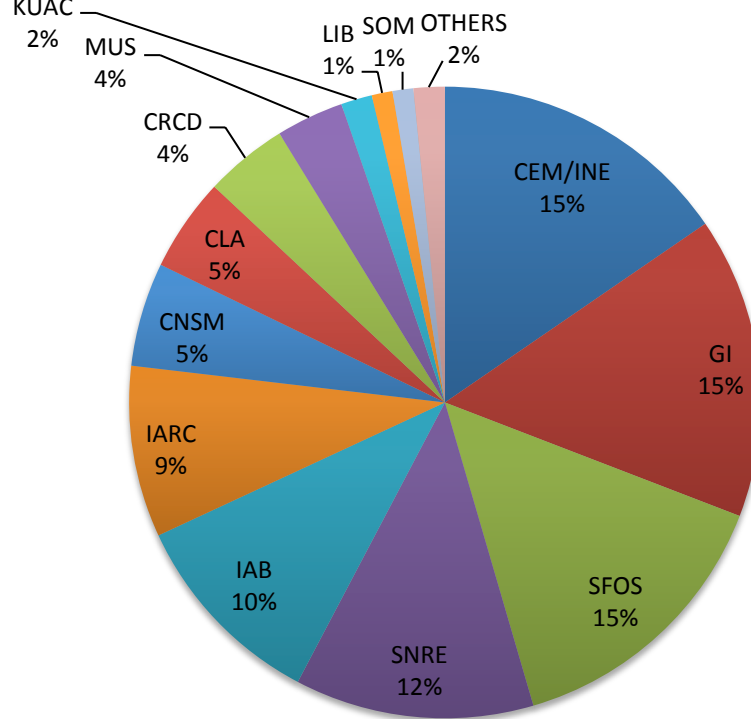
# UAF Research Report – FY15 Proposals & Awards

## Executive Summary:

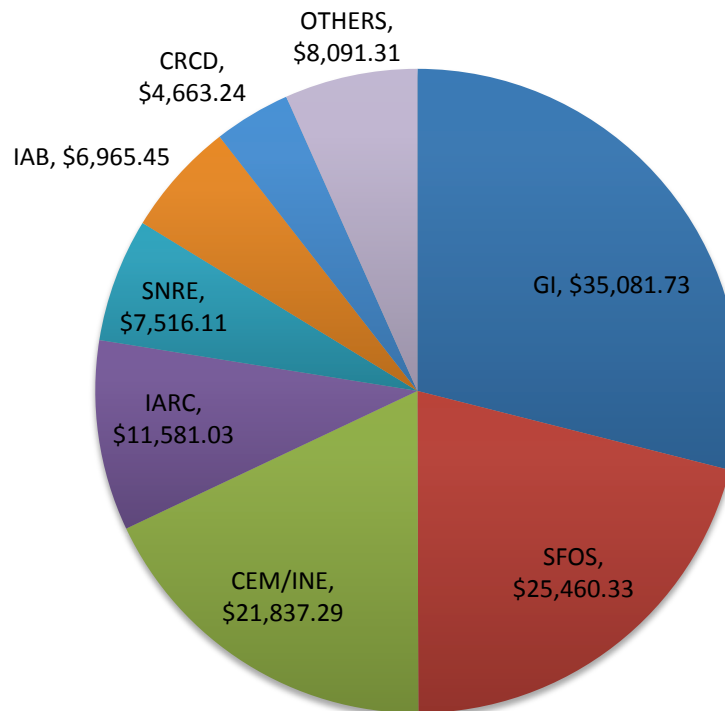
- In FY15, UAF submitted 773 proposals, a 4.3 percent decrease from the total of 808 submitted in FY14. Note that the submitted number reflects data currently available, and will likely increase slightly once all data is compiled. Using this current figure, however, proposal submission volume has decreased by 8.9 percent since FY11.
- Given the continued tightening environment for federally funded research, new awards in FY15 have also declined. In FY15, UAF received 380 new awards with a total value of \$140.8 million; this is slightly less than the average volume of awards for the past five years, but a significant decrease in value (-24.0 percent from FY11).
- The Geophysical Institute (GI), School of Fisheries and Ocean Sciences (SFOS), Institute of Arctic Biology (IAB), and College of Engineering and Mines/Institute of Northern Engineering (CEM/INE) led the campus, accounting for 73.7 percent of proposal submissions and 55 percent awards received. GI, SFOS, and CEM/INE received 58.5 percent of funds awarded.



### FY15 Award Volume by Unit



### FY15 Award Amount by Unit (thousands)



**UAF FY15 Proposal and Award Summary**

	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>Change FY11-15</b>	<b>FY15 % of UAF Total</b>
<b>College of Engineering and Mines/Institute of Northern Engineering</b>							
Proposals	131	145	107	119	127	-3.05%	16.43%
Award numbers	61	55	59	85	58	-4.92%	15.26%
Award values	\$11,620.04	\$13,577.46	\$11,190.67	\$27,974.15	\$21,837.29	87.93%	15.51%
<b>College of Liberal Arts</b>							
Proposals	35	28	16	19	17	-51.43%	2.20%
Award numbers	18	15	11	8	18	0.00%	4.74%
Award values	\$1,370.51	\$1,865.39	\$4,168.14	\$676.63	\$1,894.06	38.20%	1.35%
<b>College of Natural Science and Mathematics</b>							
Proposals	32	30	36	42	37	15.63%	4.79%
Award numbers	9	9	13	17	20	122.22%	5.26%
Award values	\$2,005.10	\$891.15	\$3,155.10	\$3,329.50	\$1,556.63	-22.37%	1.11%
<b>CRCD-Bristol Bay Campus</b>							
Proposals	3	1	6	3	2	-33.33%	0.26%
Award numbers	3	1	2	5	5	66.67%	1.32%
Award values	\$2,334.85	\$2,489.91	\$65.00	\$393.60	\$3,717.16	59.20%	2.64%
<b>CRCD-Chukchi Campus</b>							
Proposals	5	0	1	0	1	-80.00%	0.13%
Award numbers	3	1	1	0	1	-66.67%	0.26%
Award values	\$4,643.78	\$1,852.49	\$85.42	\$0.00	\$100.00	-97.85%	0.07%
<b>CRCD-Community and Technical College</b>							
Proposals	1	1	1	1	1	0.00%	0.13%
Award numbers	2	1	1	1	1	-50.00%	0.26%
Award values	\$183.47	\$176.50	\$100.00	\$120.00	\$100.00	-45.50%	0.07%
<b>CRCD-Interior Alaska Campus</b>							
Proposals	8	4	5	4	6	-25.00%	0.78%
Award numbers	2	4	6	3	3	50.00%	0.79%
Award values	\$6,321.09	\$410.50	\$3,158.78	\$281.86	\$494.70	-92.17%	0.35%
<b>CRCD-Kuskokwim Campus</b>							
Proposals	7	10	5	4	4	-42.86%	0.52%
Award numbers	6	8	7	4	4	-33.33%	1.05%
Award values	\$5,188.71	\$485.32	\$2,186.70	\$335.93	\$78.38	-98.49%	0.06%
<b>CRCD-Main Campus</b>							
Proposals	9	4	4	3	3	-66.67%	0.39%
Award numbers	4	5	5	2	2	-50.00%	0.53%
Award values	\$4,689.33	\$5,395.11	\$2,742.91	\$3,081.56	\$173.00	-96.31%	0.12%
<b>Environmental Health Safety and Risk Management</b>							
Proposals	4	1	0	2	3	-25.00%	0.39%
Award numbers	2	3	0	2	0	-100.00%	0.00%
Award values	\$7,404.38	\$172.15	\$0.00	\$21.20	\$0.00	-100.00%	0.00%
<b>Geophysical Institute</b>							
Proposals	180	177	183	168	167	-7.22%	21.60%
Award numbers	85	77	87	67	58	-31.76%	15.26%
Award values	\$42,615.52	\$38,387.69	\$34,738.72	\$67,903.32	\$35,081.73	-17.68%	24.92%

### UAF FY15 Proposal and Award Summary

	FY11	FY12	FY13	FY14	FY15	Change FY11-15	FY15 % of UAF Total
<b>Institute of Arctic Biology</b>							
Proposals	77	98	134	103	105	36.36%	13.58%
Award numbers	36	50	62	48	39	8.33%	10.26%
Award values	\$14,797.09	\$16,299.12	\$12,003.99	\$15,229.49	\$6,965.45	-52.93%	4.95%
<b>International Arctic Research Center</b>							
Proposals	50	50	72	78	73	46.00%	9.44%
Award numbers	25	36	41	38	33	32.00%	8.68%
Award values	\$12,508.19	\$20,031.76	\$45,761.88	\$7,714.01	\$11,581.03	-7.41%	8.23%
<b>KUAC FM-TV</b>							
Proposals	7	7	6	6	6	-14.29%	0.78%
Award numbers	7	7	5	6	6	-14.29%	1.58%
Award values	\$1,372.92	\$1,348.97	\$1,184.96	\$1,254.49	\$1,253.59	-8.69%	0.89%
<b>Library</b>							
Proposals	5	4	8	7	5	0.00%	0.65%
Award numbers	5	3	6	7	4	-20.00%	1.05%
Award values	\$589.99	\$50.65	\$263.12	\$142.43	\$671.33	13.79%	0.48%
<b>Museum of the North</b>							
Proposals	23	19	23	21	17	-26.09%	2.20%
Award numbers	11	12	24	19	13	18.18%	3.42%
Award values	\$1,471.05	\$643.87	\$1,271.33	\$1,444.22	\$739.26	-49.75%	0.53%
<b>Office of Information Technology</b>							
Proposals	0	2	2	2	1	100.00%	0.13%
Award numbers	0	1	1	2	1	100.00%	0.26%
Award values	\$0.00	\$185.81	\$299.50	\$307.47	\$217.13	-	0.15%
<b>Office of the Provost</b>							
Proposals	3	2	3	3	2	-33.33%	0.26%
Award numbers	4	2	0	3	2	-50.00%	0.53%
Award values	\$1,214.87	\$3,600.58	\$0.00	\$24,149.82	\$783.45	-35.51%	0.56%
<b>School of Fisheries and Ocean Sciences</b>							
Proposals	149	166	168	138	128	-14.09%	16.56%
Award numbers	100	101	80	76	55	-45.00%	14.47%
Award values	\$52,223.59	\$27,351.46	\$17,793.93	\$21,519.30	\$25,460.33	-51.25%	18.08%
<b>School of Natural Resources &amp; Extension</b>							
Proposals	96	77	72	70	59	-38.54%	7.63%
Award numbers	60	60	62	63	46	-23.33%	12.11%
Award values	\$10,857.50	\$15,603.18	\$6,348.52	\$7,995.53	\$7,516.11	-30.77%	5.34%
<b>School of Education</b>							
Proposals	4	7	0	0	2	-50.00%	0.26%
Award numbers	1	3	2	0	1	0.00%	0.26%
Award values	\$108.00	\$1,939.46	\$1,259.24	\$0.00	\$550.00	409.26%	0.39%
<b>School of Management</b>							
Proposals	1	2	2	4	4	300.00%	0.52%
Award numbers	0	1	1	4	4	400.00%	1.05%
Award values	\$0.00	\$232.47	\$202.18	\$321.89	\$642.99	0.00%	0.46%



**UAF FY15 Proposal and Award Summary**

	<b>FY11</b>	<b>FY12</b>	<b>FY13</b>	<b>FY14</b>	<b>FY15</b>	<b>Change FY11-15</b>	<b>FY15 % of UAF Total</b>
<b>Summer Sessions &amp; Lifelong Learning</b>							
Proposals	0	0	0	0	1	100.00%	0.13%
Award numbers	0	0	0	0	1	100.00%	0.26%
Award values	\$0.00	\$0.00	\$0.00	\$0.00	\$9.99	0.00%	0.01%
<b>Vice Chancellor for Research</b>							
Proposals	0	1	4	1	1	100.00%	0.13%
Award numbers	0	1	2	1	0	0.00%	0.00%
Award values	\$0.00	\$25.00	\$443.02	\$12.00	\$0.00	0.00%	0.00%
<b>Vice Chancellor for University and Student Advancement</b>							
Proposals	0	0	0	0	1	100.00%	0.13%
Award numbers	0	0	0	0	1	100.00%	0.26%
Award values	\$0.00	\$0.00	\$0.00	\$0.00	\$10.00	0.00%	0.01%
<b>TOTAL</b>							
Proposals	<b>849</b>	<b>845</b>	<b>870</b>	<b>808</b>	<b>773</b>	<b>-8.95%</b>	<b>100.00%</b>
Award numbers	<b>451</b>	<b>468</b>	<b>486</b>	<b>470</b>	<b>380</b>	<b>-15.74%</b>	<b>100.00%</b>
Award values	<b>\$185,438.39</b>	<b>\$166,917.56</b>	<b>\$180,380.12</b>	<b>\$199,305.30</b>	<b>\$140,793.72</b>	<b>-24.08%</b>	<b>100.00%</b>

**FY11-15 Auxiliary Operations  
Appendix 3.A.1**

	Residence Life	Hess Village	Wood Center	Bookstore	University Technology Center (CLOSED)(CL)	Parking	Ice Arena (CLOSED)(CL)	University of Alaska Press	Dining Services	CC Bookstore	KUC Bookstore	KU Dormitory- Food Service	NWC Bookstore	RC Bookstores	RC Res Life - MacLean	Total
<b>FY11</b>																
<b>Beg Fund Balance</b>	<b>2,607.5</b>	<b>122.5</b>	<b>165.5</b>	<b>(1,345.3)</b>	<b>(655.1)</b>	<b>(344.1)</b>	<b>(183.6)</b>	<b>64.9</b>	<b>163.0</b>	<b>(1.6)</b>	<b>(12.4)</b>	<b>216.7</b>	<b>3.8</b>	<b>447.2</b>		<b>1,249.1</b>
Revenue	7,408.5	780.2	485.2	224.9	-	1,763.4	423.3	392.6	3,852.1	5.3	1.7	451.4	24.3	1,019.5		<b>16,832.3</b>
Expenditures	6,816.3	456.4	453.9	111.2	-	1,888.4	330.7	1,095.9	3,629.5	2.0	-	419.6	18.9	1,130.4		<b>16,353.2</b>
<b>Net Operations</b>	<b>592.2</b>	<b>323.8</b>	<b>31.4</b>	<b>113.7</b>	<b>-</b>	<b>(125.0)</b>	<b>92.6</b>	<b>(703.3)</b>	<b>222.6</b>	<b>3.3</b>	<b>1.7</b>	<b>31.8</b>	<b>5.4</b>	<b>(111.0)</b>	<b>-</b>	<b>479.1</b>
Transfers	-	-	(2.2)	(1,325.6)	(655.1)	(150.0)	(92.4)	(790.9)	(5.0)	-	-	-	-	-		<b>(3,021.2)</b>
<b>End Fund Balance</b>	<b>3,199.7</b>	<b>446.3</b>	<b>199.1</b>	<b>94.0</b>	<b>0.0</b>	<b>(319.1)</b>	<b>1.3</b>	<b>152.6</b>	<b>390.6</b>	<b>1.6</b>	<b>(10.7)</b>	<b>248.5</b>	<b>9.2</b>	<b>336.3</b>		<b>4,749.5</b>
Inventory	-	-	(6.8)	(146.3)	-	-	-	(268.5)	-	(7.8)	-	-	(1.7)	(864.6)		<b>(1,295.7)</b>
<b>Total Fund Balance</b>	<b>3,199.7</b>	<b>446.3</b>	<b>199.1</b>	<b>94.0</b>	<b>0.0</b>	<b>(319.1)</b>	<b>1.3</b>	<b>152.6</b>	<b>390.6</b>	<b>1.6</b>	<b>(10.7)</b>	<b>248.5</b>	<b>9.2</b>	<b>336.3</b>	<b>-</b>	<b>4,749.5</b>
<b>FY12</b>																
<b>Beg Fund Balance</b>	<b>3,199.7</b>	<b>446.3</b>	<b>199.1</b>	<b>94.0</b>	<b>0.0</b>	<b>(319.1)</b>	<b>1.3</b>	<b>152.6</b>	<b>390.6</b>	<b>1.6</b>	<b>(10.7)</b>	<b>248.5</b>	<b>9.2</b>	<b>336.3</b>		<b>4,749.5</b>
Revenue	7,637.4	813.0	454.5	106.4	0.0	1,789.7	362.6	367.6	4,161.1	0.3	0.1	325.8	16.5	979.4		<b>17,014.5</b>
Expenditures	6,272.8	728.5	449.7	213.1	-	1,977.2	345.3	664.0	3,657.6	-	-	393.2	14.1	1,642.5		<b>16,358.1</b>
<b>Net Operations</b>	<b>1,364.6</b>	<b>84.5</b>	<b>4.8</b>	<b>(106.7)</b>	<b>0.0</b>	<b>(187.5)</b>	<b>17.3</b>	<b>(296.4)</b>	<b>503.4</b>	<b>0.3</b>	<b>0.1</b>	<b>(67.4)</b>	<b>2.4</b>	<b>(663.1)</b>	<b>-</b>	<b>656.4</b>
Transfers	1,954.3	-	(1.6)	-	-	0.8	(1.4)	(227.5)	579.4	-	(10.6)	-	-	0.1		<b>2,293.5</b>
<b>End Fund Balance</b>	<b>2,610.1</b>	<b>530.8</b>	<b>205.4</b>	<b>(12.7)</b>	<b>0.0</b>	<b>(507.4)</b>	<b>20.1</b>	<b>83.7</b>	<b>314.6</b>	<b>2.0</b>	<b>-</b>	<b>181.1</b>	<b>11.6</b>	<b>(327.0)</b>		<b>3,112.4</b>
Inventory	-	-	(7.1)	-	-	-	-	(274.8)	-	(7.8)	-	-	(1.7)	(571.4)		<b>(862.8)</b>
<b>Total Fund Balance</b>	<b>2,610.1</b>	<b>530.8</b>	<b>205.4</b>	<b>(12.7)</b>	<b>0.0</b>	<b>(507.4)</b>	<b>20.1</b>	<b>83.7</b>	<b>314.6</b>	<b>2.0</b>	<b>-</b>	<b>181.1</b>	<b>11.6</b>	<b>(327.0)</b>	<b>-</b>	<b>3,112.4</b>
<b>FY13</b>																
<b>Beg Fund Balance</b>	<b>2,610.1</b>	<b>530.8</b>	<b>205.4</b>	<b>(12.7)</b>	<b>0.0</b>	<b>(507.4)</b>	<b>20.1</b>	<b>83.7</b>	<b>314.6</b>	<b>2.0</b>	<b>-</b>	<b>181.1</b>	<b>11.6</b>	<b>(327.0)</b>		<b>3,112.4</b>
Revenue	7,651.5	826.7	403.4	108.3	-	1,951.1	378.4	381.4	4,275.8	0.1	-	322.5	12.4	645.5		<b>16,957.0</b>
Expenditures	5,616.7	521.6	388.1	12.2	-	2,017.9	396.6	818.5	5,781.6	-	-	414.2	9.2	485.5		<b>16,462.1</b>
<b>Net Operations</b>	<b>2,034.8</b>	<b>305.1</b>	<b>15.3</b>	<b>96.1</b>	<b>-</b>	<b>(66.8)</b>	<b>(18.2)</b>	<b>(437.1)</b>	<b>(1,505.9)</b>	<b>0.1</b>	<b>-</b>	<b>(91.7)</b>	<b>3.2</b>	<b>160.0</b>	<b>-</b>	<b>494.9</b>
Transfers	2,297.2	-	-	2.4	-	(249.3)	(25.9)	(233.4)	(2,006.4)	-	-	-	-	-		<b>(215.5)</b>
<b>End Fund Balance</b>	<b>2,347.7</b>	<b>835.8</b>	<b>220.7</b>	<b>81.1</b>	<b>0.0</b>	<b>(324.8)</b>	<b>27.8</b>	<b>(120.0)</b>	<b>815.2</b>	<b>2.0</b>	<b>-</b>	<b>89.4</b>	<b>14.8</b>	<b>(167.0)</b>		<b>3,822.7</b>
Inventory	-	-	(5.5)	-	-	-	-	(244.7)	-	(7.8)	-	-	(1.7)	(673.8)		<b>(933.5)</b>
<b>Total Fund Balance</b>	<b>2,347.7</b>	<b>835.8</b>	<b>220.7</b>	<b>81.1</b>	<b>0.0</b>	<b>(324.8)</b>	<b>27.8</b>	<b>(120.0)</b>	<b>815.2</b>	<b>2.0</b>	<b>-</b>	<b>89.4</b>	<b>14.8</b>	<b>(167.0)</b>	<b>-</b>	<b>3,822.7</b>
<b>FY14</b>																
<b>Beg Fund Balance</b>	<b>2,347.7</b>	<b>835.8</b>	<b>220.7</b>	<b>81.1</b>	<b>0.0</b>	<b>(324.8)</b>	<b>27.8</b>	<b>(120.0)</b>	<b>815.2</b>	<b>2.0</b>	<b>-</b>	<b>89.4</b>	<b>14.8</b>	<b>(167.0)</b>	<b>-</b>	<b>3,822.7</b>
Revenue	7,791.7	818.6	395.7	96.2	-	1,836.7	359.4	592.5	4,242.3	0.3	4.7	291.4	14.9	346.5	74.9	<b>16,865.9</b>
Expenditures	6,182.5	551.4	385.3	6.6	-	1,941.4	348.2	819.7	3,930.1	1.9	2.5	372.0	13.0	611.6	82.3	<b>15,248.6</b>
<b>Net Operations</b>	<b>1,609.2</b>	<b>267.2</b>	<b>10.3</b>	<b>89.6</b>	<b>-</b>	<b>(104.7)</b>	<b>11.2</b>	<b>(227.2)</b>	<b>312.2</b>	<b>(1.6)</b>	<b>2.2</b>	<b>(80.6)</b>	<b>1.9</b>	<b>(265.1)</b>	<b>(7.5)</b>	<b>1,617.2</b>
Transfers	0.8	-	(0.3)	1.2	-	(249.6)	(26.7)	(225.9)	(5.5)	-	-	(100.0)	-	(300.0)	(7.5)	<b>(913.6)</b>
<b>End Fund Balance</b>	<b>3,956.2</b>	<b>1,103.1</b>	<b>231.4</b>	<b>169.4</b>	<b>0.0</b>	<b>(180.0)</b>	<b>65.8</b>	<b>(121.2)</b>	<b>1,132.9</b>	<b>0.5</b>	<b>2.2</b>	<b>108.8</b>	<b>16.7</b>	<b>(132.1)</b>	<b>0.0</b>	<b>6,353.5</b>
Inventory	-	-	(6.1)	-	-	-	-	(236.3)	-	(7.8)	-	-	(1.7)	(567.4)	-	<b>(819.2)</b>
<b>Total Fund Balance</b>	<b>3,956.2</b>	<b>1,103.1</b>	<b>231.4</b>	<b>169.4</b>	<b>0.0</b>	<b>(180.0)</b>	<b>65.8</b>	<b>(121.2)</b>	<b>1,132.9</b>	<b>0.5</b>	<b>2.2</b>	<b>108.8</b>	<b>16.7</b>	<b>(132.1)</b>	<b>0.0</b>	<b>6,353.5</b>
<b>FY15</b>																
<b>Beg Fund Balance</b>	<b>3,956.2</b>	<b>1,103.1</b>	<b>231.4</b>	<b>169.4</b>	<b>0.0</b>	<b>(180.0)</b>	<b>-</b>	<b>(121.2)</b>	<b>1,132.9</b>	<b>0.5</b>	<b>2.2</b>	<b>108.8</b>	<b>16.7</b>	<b>(132.1)</b>	<b>0.0</b>	<b>6,287.8</b>
Revenue	7,793.1	837.6	377.7	110.2	-	1,641.3	-	605.0	4,755.6	0.2	3.0	170.2	12.5	241.3	115.5	<b>16,663.3</b>
Expenditures	6,808.6	1,349.8	408.6	35.4	-	1,276.7	-	805.0	4,784.5	-	2.5	254.9	11.5	362.2	116.1	<b>16,215.6</b>
<b>Net Operations</b>	<b>984.5</b>	<b>(512.1)</b>	<b>(30.9)</b>	<b>74.8</b>	<b>-</b>	<b>364.7</b>	<b>-</b>	<b>(200.0)</b>	<b>(28.8)</b>	<b>0.2</b>	<b>0.5</b>	<b>(84.7)</b>	<b>1.0</b>	<b>(121.0)</b>	<b>(0.6)</b>	<b>447.6</b>
Transfers	270.7	-	(0.1)	1.9	0.0	(125.0)	-	(330.3)	344.2	-	-	(473.0)	-	(314.6)	-	<b>(626.1)</b>
<b>End Fund Balance</b>	<b>4,670.0</b>	<b>591.0</b>	<b>200.6</b>	<b>242.2</b>	<b>-</b>	<b>309.7</b>	<b>-</b>	<b>9.1</b>	<b>759.9</b>	<b>0.7</b>	<b>2.7</b>	<b>497.1</b>	<b>17.7</b>	<b>61.5</b>	<b>(0.6)</b>	<b>7,361.5</b>
Inventory	-	-	(6.3)	-	-	-	-	(183.4)	-	(7.8)	-	-	(1.7)	(332.2)	-	<b>(531.4)</b>
<b>Total Fund Balance</b>	<b>4,670.0</b>	<b>591.0</b>	<b>200.6</b>	<b>242.2</b>	<b>-</b>	<b>309.7</b>	<b>-</b>	<b>9.1</b>	<b>759.9</b>	<b>0.7</b>	<b>2.7</b>	<b>497.1</b>	<b>17.7</b>	<b>61.5</b>	<b>(0.6)</b>	<b>7,361.5</b>

Closed (CL) - indicate the auxiliary is closed out as of FY15.

**FY11-15 Recharge Schedule**  
**Appendix 3.A.2**

	Facilities	Facilities	Facilities	Facilities	Facilities	Facilities	FinSvcs	FinSvcs	FinSvcs	FinSvcs	OIT	OIT	OIT	OIT	OIT
	Vehicle & Equip Pool	Physical Plant Maint & Ops	Physical Plant T&M (CLOSED) (CL)	Utilities	Design & Constr	Warehouse	Printing Services	Copy Pool	Polar Express	Real Estate Mgmt	Copy Pool	OIT Meeting Maker (CLOSED) (CL)	OIT Server	OIT Software Appl Serv	OIT Telephone
<b>FY11</b>															
<b>Beg Fund Balance</b>	<b>409.2</b>	<b>(309.0)</b>	<b>77.5</b>	<b>1,564.0</b>	<b>(515.1)</b>	<b>(12.4)</b>	<b>(414.4)</b>	<b>(28.9)</b>	<b>(291.6)</b>	<b>34.3</b>		<b>11.5</b>	<b>11.9</b>	<b>14.0</b>	<b>584.4</b>
Revenue	2,754.4	8,711.4	101.4	3,473.8	3,224.3	5,216.8	772.7	313.7	368.9	194.3		-	98.3	17.4	1,554.5
Expenditures	2,339.0	7,935.5	-	15,182.0	2,940.8	5,142.1	886.9	359.6	435.4	185.1		11.5	92.8	10.1	1,787.5
<b>Net Operations</b>	<b>415.4</b>	<b>776.0</b>	<b>101.4</b>	<b>(11,708.2)</b>	<b>283.5</b>	<b>74.8</b>	<b>(114.2)</b>	<b>(45.9)</b>	<b>(66.6)</b>	<b>9.1</b>	<b>-</b>	<b>(11.5)</b>	<b>5.5</b>	<b>7.3</b>	<b>(232.9)</b>
Transfers	138.8	220.9	101.4	(11,558.6)	(1.2)	17.2	-	-	(390.0)	-		-	-	-	(441.4)
<b>End Fund Balance</b>	<b>685.7</b>	<b>246.1</b>	<b>77.5</b>	<b>1,414.5</b>	<b>(230.4)</b>	<b>45.2</b>	<b>(528.6)</b>	<b>(74.8)</b>	<b>31.9</b>	<b>43.5</b>		<b>-</b>	<b>17.4</b>	<b>21.3</b>	<b>792.9</b>
Depr Reserve Fund Bal	1,798.0	119.7	-	1,337.6	(7.8)	6.7	57.5	15.3	20.8	(0.0)		-	5.1	(0.3)	90.4
<b>Total Fund Balance</b>	<b>2,483.7</b>	<b>365.8</b>	<b>77.5</b>	<b>2,752.1</b>	<b>(238.2)</b>	<b>51.9</b>	<b>(471.2)</b>	<b>(59.5)</b>	<b>52.6</b>	<b>43.5</b>	<b>-</b>	<b>-</b>	<b>22.4</b>	<b>21.0</b>	<b>883.2</b>
<b>FY12</b>															
<b>Beg Fund Balance</b>	<b>685.7</b>	<b>246.1</b>	<b>77.5</b>	<b>1,414.5</b>	<b>(230.4)</b>	<b>45.2</b>	<b>(528.6)</b>	<b>(74.8)</b>	<b>31.9</b>	<b>43.5</b>			<b>17.4</b>	<b>21.3</b>	<b>792.9</b>
Revenue	2,111.0	8,292.9	95.9	3,675.8	5,706.3	5,507.4	771.9	319.5	378.8	177.0			104.7	1.6	1,488.2
Expenditures	2,012.7	7,591.3	-	16,957.9	3,881.3	5,470.5	761.4	332.2	741.8	173.0			106.4	9.1	2,443.1
<b>Net Operations</b>	<b>98.3</b>	<b>701.6</b>	<b>95.9</b>	<b>(13,282.1)</b>	<b>1,825.0</b>	<b>36.9</b>	<b>10.4</b>	<b>(12.7)</b>	<b>(363.0)</b>	<b>4.0</b>	<b>-</b>	<b>-</b>	<b>(1.7)</b>	<b>(7.5)</b>	<b>(954.9)</b>
Transfers	88.4	264.5	95.9	(12,757.1)	(1.0)	8.9	0.4	-	(355.8)	-			-	-	(168.5)
<b>End Fund Balance</b>	<b>695.6</b>	<b>683.1</b>	<b>77.5</b>	<b>889.4</b>	<b>1,595.6</b>	<b>73.2</b>	<b>(518.6)</b>	<b>(87.5)</b>	<b>24.6</b>	<b>47.5</b>			<b>15.7</b>	<b>13.7</b>	<b>6.5</b>
Depr Reserve Fund Bal	1,493.6	119.7	-	1,492.5	18.0	6.7	(13.0)	14.2	12.7	(0.0)			2.0	(0.2)	633.7
<b>Total Fund Balance</b>	<b>2,189.2</b>	<b>802.9</b>	<b>77.5</b>	<b>2,381.9</b>	<b>1,613.7</b>	<b>79.9</b>	<b>(531.6)</b>	<b>(73.2)</b>	<b>37.3</b>	<b>47.5</b>	<b>-</b>	<b>-</b>	<b>17.7</b>	<b>13.6</b>	<b>640.2</b>
<b>FY13</b>															
<b>Beg Fund Balance</b>	<b>695.6</b>	<b>683.1</b>	<b>77.5</b>	<b>889.4</b>	<b>1,595.6</b>	<b>73.2</b>	<b>(518.6)</b>	<b>(87.5)</b>	<b>24.6</b>	<b>47.5</b>			<b>15.7</b>	<b>13.7</b>	<b>6.5</b>
Revenue	2,096.1	6,912.1	100.6	4,304.6	6,126.7	5,876.1	741.5	323.9	178.2	212.1			131.8	-	2,836.6
Expenditures	2,129.0	7,066.8	-	18,250.3	4,903.5	5,816.6	837.3	346.6	433.8	195.3			109.3	0.1	2,836.3
<b>Net Operations</b>	<b>(32.8)</b>	<b>(154.6)</b>	<b>100.6</b>	<b>(13,945.8)</b>	<b>1,223.2</b>	<b>59.4</b>	<b>(95.9)</b>	<b>(22.7)</b>	<b>(255.5)</b>	<b>16.8</b>	<b>-</b>	<b>-</b>	<b>22.5</b>	<b>(0.1)</b>	<b>0.3</b>
Transfers	78.7	227.1	100.1	(15,364.1)	(0.1)	11.5	(249.6)	-	(226.5)	-			-	13.7	(231.5)
<b>End Fund Balance</b>	<b>584.0</b>	<b>301.4</b>	<b>78.0</b>	<b>2,307.8</b>	<b>2,819.0</b>	<b>121.1</b>	<b>(364.8)</b>	<b>(110.2)</b>	<b>(4.4)</b>	<b>64.3</b>			<b>38.2</b>	<b>(0.1)</b>	<b>238.3</b>
Depr Reserve Fund Bal	1,454.4	127.1	-	1,636.0	40.6	6.7	57.5	14.7	-	(0.0)			11.0	(0.1)	(329.0)
<b>Total Fund Balance</b>	<b>2,038.5</b>	<b>428.5</b>	<b>78.0</b>	<b>3,943.8</b>	<b>2,859.5</b>	<b>127.8</b>	<b>(307.4)</b>	<b>(95.5)</b>	<b>(4.4)</b>	<b>64.3</b>	<b>-</b>	<b>-</b>	<b>49.2</b>	<b>(0.2)</b>	<b>(90.7)</b>
<b>FY14</b>															
<b>Beg Fund Balance</b>	<b>584.0</b>	<b>301.4</b>	<b>78.0</b>	<b>2,307.8</b>	<b>2,819.0</b>	<b>121.1</b>	<b>(364.8)</b>	<b>(110.2)</b>	<b>(4.4)</b>	<b>64.3</b>			<b>38.2</b>	<b>(0.1)</b>	<b>238.3</b>
Revenue	2,164.5	7,211.9	157.2	4,336.9	4,898.4	5,812.8	702.7	302.3	-	216.3			128.6	-	2,336.8
Expenditures	1,751.6	7,345.6	-	17,861.3	5,857.3	5,731.5	741.3	271.3	-	222.0			117.7	(0.0)	2,839.9
<b>Net Operations</b>	<b>412.9</b>	<b>(133.7)</b>	<b>157.2</b>	<b>(13,524.4)</b>	<b>(959.0)</b>	<b>81.3</b>	<b>(38.6)</b>	<b>31.0</b>	<b>-</b>	<b>(5.7)</b>	<b>-</b>	<b>-</b>	<b>10.9</b>	<b>0.0</b>	<b>(503.1)</b>
Transfers	72.4	256.3	235.2	(14,636.6)	33.7	12.4	0.3	-	-	0.0			-	-	(166.8)
<b>End Fund Balance</b>	<b>924.5</b>	<b>(88.7)</b>	<b>-</b>	<b>3,419.9</b>	<b>1,826.3</b>	<b>190.0</b>	<b>(403.8)</b>	<b>(79.2)</b>	<b>(4.4)</b>	<b>58.6</b>			<b>49.1</b>	<b>(0.1)</b>	<b>(97.9)</b>
Depr Reserve Fund Bal	1,409.4	128.9	-	1,652.7	37.5	6.7	117.3	14.7	-	-			18.6	(0.1)	60.8
<b>Total Fund Balance</b>	<b>2,333.9</b>	<b>40.3</b>	<b>-</b>	<b>5,072.7</b>	<b>1,863.8</b>	<b>196.7</b>	<b>(286.5)</b>	<b>(64.5)</b>	<b>(4.4)</b>	<b>58.6</b>	<b>-</b>	<b>-</b>	<b>67.7</b>	<b>(0.2)</b>	<b>(37.1)</b>
<b>FY15</b>															
<b>Beg Fund Balance</b>	<b>924.5</b>	<b>(88.7)</b>	<b>-</b>	<b>3,419.9</b>	<b>1,826.3</b>	<b>190.0</b>			<b>(4.4)</b>	<b>58.6</b>	<b>(79.2)</b>		<b>49.1</b>	<b>(0.1)</b>	<b>(97.9)</b>
Revenue	1,741.1	7,412.6	128.9	4,141.5	5,387.2	5,805.4			1.4	153.4	309.5		125.6	-	3,045.1
Expenditures	1,820.0	7,225.1	-	16,816.7	5,253.1	5,776.8			-	154.5	218.6		97.2	-	2,947.4
<b>Net Operations</b>	<b>(78.9)</b>	<b>187.5</b>	<b>128.9</b>	<b>(12,675.2)</b>	<b>134.1</b>	<b>28.6</b>	<b>-</b>	<b>-</b>	<b>1.4</b>	<b>(1.1)</b>	<b>90.9</b>	<b>-</b>	<b>28.5</b>	<b>-</b>	<b>97.6</b>
Transfers	82.1	103.6	128.9	(15,265.4)	(23.1)	7.0			-	-	-		-	-	(425.0)
<b>End Fund Balance</b>	<b>763.5</b>	<b>(4.8)</b>	<b>-</b>	<b>6,010.1</b>	<b>1,983.4</b>	<b>211.6</b>			<b>(3.0)</b>	<b>57.5</b>	<b>11.7</b>		<b>77.6</b>	<b>(0.1)</b>	<b>424.7</b>
Depr Reserve Fund Bal	1,493.6	110.3	-	1,837.4	43.1	6.7			-	-	14.7		24.8	(0.1)	59.0
<b>Total Fund Balance</b>	<b>2,257.1</b>	<b>105.5</b>	<b>-</b>	<b>7,847.5</b>	<b>2,026.6</b>	<b>218.3</b>	<b>-</b>	<b>-</b>	<b>(3.0)</b>	<b>57.5</b>	<b>26.4</b>	<b>-</b>	<b>102.4</b>	<b>(0.2)</b>	<b>483.6</b>

**FY11-15 Recharge Schedule**  
**Appendix 3.A.2**

	OIT	SS	SS	GI	GI	GI	GI	IAB	IAB	IAB	IAB	SFOS	SFOS	SFOS	SFOS
	OIT Video Production (CLOSED) (CL)	Intl Prog Immigration Support (CLOSED) (CL)	Fin Aid T&M	GI Electric Shop	GI Machine Shop	GI Proposal Office (CLOSED) (CL)	GI T&M	IAB Toolik Field Station	IAB Lab Analysis (CLOSED) (CL)	IAB Vehicle Shop (CLOSED) (CL)	IAB T&M (CLOSED) (CL)	SFOS Alpha Helix	SFOS ASLC Analytic Serv	SFOS Kasistna Bay	SFOS T&M
<b>FY11</b>															
<b>Beg Fund Balance</b>	(2.7)	0.0	104.8	(72.1)	(38.7)	(1.5)	13.3	456.8	(29.0)	(105.2)	(145.8)	65.5	(163.4)	(3.3)	(25.1)
Revenue	-	-	93.1	412.3	293.8	-	156.2	906.7	0.3	-	208.9	-	62.3	-	49.4
Expenditures	-	-	87.4	423.1	419.9	-	186.6	1,020.9	0.2	13.5	586.2	-	51.6	-	26.5
<b>Net Operations</b>	-	-	5.8	(10.8)	(126.1)	-	(30.3)	(114.2)	0.1	(13.5)	(377.3)	-	10.7	-	22.8
Transfers	(2.7)	0.0	-	(89.7)	(132.3)	(1.5)	(8.7)	-	(28.9)	(118.7)	(429.7)	-	-	-	-
<b>End Fund Balance</b>	-	-	110.5	6.9	(32.5)	-	(8.4)	342.6	-	-	(93.4)	65.5	(152.7)	(3.3)	(2.2)
Depr Reserve Fund Bal	-	-	-	(3.3)	(7.7)	-	-	32.9	0.7	39.2	-	-	33.8	-	-
<b>Total Fund Balance</b>	-	-	110.5	3.6	(40.2)	-	(8.4)	375.5	0.7	39.2	(93.4)	65.5	(119.0)	(3.3)	(2.2)
<b>FY12</b>															
<b>Beg Fund Balance</b>			110.5	6.9	(32.5)		(8.4)	342.6	-	-	(93.4)	65.5	(152.7)	(3.3)	(2.2)
Revenue			70.6	403.4	304.9		180.2	756.4	-	-	-	-	27.6	-	8.0
Expenditures			96.6	376.3	446.1		221.0	1,085.5	-	-	-	-	50.7	-	32.7
<b>Net Operations</b>	-	-	(26.0)	27.1	(141.2)	-	(40.8)	(329.2)	-	-	-	-	(23.1)	-	(24.7)
Transfers			-	-	(300.0)		(53.0)	-	-	-	-	(0.0)	(100.0)	-	-
<b>End Fund Balance</b>			84.6	34.0	126.4		3.8	13.4	-	-	(93.4)	65.5	(75.8)	(3.3)	(26.9)
Depr Reserve Fund Bal			-	(0.5)	(0.5)		-	32.9	0.7	39.2	-	-	33.8	-	-
<b>Total Fund Balance</b>	-	-	84.6	33.5	125.8	-	3.8	46.4	0.7	39.2	(93.4)	65.5	(42.0)	(3.3)	(26.9)
<b>FY13</b>															
<b>Beg Fund Balance</b>			84.6	34.0	126.4		3.8	13.4	-	-	(93.4)	65.5	(75.8)	(3.3)	(26.9)
Revenue			99.2	337.0	245.8		221.3	565.9	-	-	-	-	36.3	-	63.6
Expenditures			95.3	365.2	454.8		244.0	739.7	-	-	0.1	-	42.4	0.0	59.7
<b>Net Operations</b>	-	-	3.9	(28.2)	(209.1)	-	(22.7)	(173.8)	-	-	(0.1)	-	(6.1)	(0.0)	3.9
Transfers			-	-	(150.0)		(114.6)	-	-	-	-	-	(81.8)	-	-
<b>End Fund Balance</b>			88.5	5.8	67.3		95.7	(160.4)	-	-	(93.5)	65.5	(0.1)	(3.4)	(23.0)
Depr Reserve Fund Bal			-	0.4	6.7		-	54.7	0.7	39.2	-	-	33.8	-	-
<b>Total Fund Balance</b>	-	-	88.5	6.2	74.0	-	95.7	(105.7)	0.7	39.2	(93.5)	65.5	33.7	(3.4)	(23.0)
<b>FY14</b>															
<b>Beg Fund Balance</b>			88.5	5.8	67.3		95.7	(160.4)	-	-	(93.5)	65.5	(0.1)	(3.4)	(23.0)
Revenue			118.0	246.6	384.4		156.7	642.8	-	-	-	-	15.0	-	10.4
Expenditures			112.8	351.3	404.3		199.3	657.1	-	-	0.2	-	11.9	-	101.3
<b>Net Operations</b>	-	-	5.2	(104.7)	(19.9)	-	(42.6)	(14.3)	-	-	(0.2)	-	3.1	-	(91.0)
Transfers			-	(100.0)	(200.0)		(68.0)	(6.7)	-	-	-	-	-	-	-
<b>End Fund Balance</b>			93.7	1.0	247.4		121.1	(167.9)	-	-	(93.7)	65.5	3.0	(3.4)	(114.0)
Depr Reserve Fund Bal			-	0.4	13.9		-	49.4	0.7	39.2	-	-	33.8	-	-
<b>Total Fund Balance</b>	-	-	93.7	1.4	261.3	-	121.1	(118.6)	0.7	39.2	(93.7)	65.5	36.8	(3.4)	(114.0)
<b>FY15</b>															
<b>Beg Fund Balance</b>			93.7	1.0	247.4		121.1	(167.9)			(93.7)	65.5	3.0	(3.4)	(114.0)
Revenue			90.0	158.2	453.4		156.9	624.4	-	-	-	-	52.3	-	86.5
Expenditures			99.4	253.7	393.7		186.2	678.5	-	-	-	-	47.9	-	24.2
<b>Net Operations</b>	-	-	(9.4)	(95.5)	59.7	-	(29.4)	(54.1)	-	-	-	-	4.4	-	62.3
Transfers			-	(150.0)	-		(87.0)	-			(93.7)	-	-	-	(32.8)
<b>End Fund Balance</b>			84.3	55.5	307.1		178.8	(222.0)			-	65.5	7.4	(3.4)	(18.9)
Depr Reserve Fund Bal			-	0.4	17.5		-	58.4			-	-	12.6	-	-
<b>Total Fund Balance</b>	-	-	84.3	55.9	324.6	-	178.8	(163.7)	-	-	-	65.5	20.0	(3.4)	(18.9)

**FY11-15 Recharge Schedule**  
**Appendix 3.A.2**

	SFOS	SFOS	CEM	CEM	Fire Dept	Library	Library	VCR	CNSM	RC	Purchasing		
	SFOS Sikuliaq Tech Services FY15-18	SFOS Sikuliaq Operations FY15-18	CEM INE Mass Spec	CEM INE ACEP Test Facility	Plan Code Review (CLOSED) (CL)	Library Graphics	Library Photo (CLOSED) (CL)	VCR Animal Resources Center	CNSM Adv Instrument Lab	RC Design & Develop (CLOSED) (CL)	Procurement Leasing (CLOSED) (CL)	Printing Services	Total
<b>FY11</b>													
<b>Beg Fund Balance</b>			77.2		143.5	2.1	(21.8)	5.1	(17.0)	33.6	2.7		1,414.0
Revenue			306.3		-	86.3	222.5	29.3	232.2	-	-		29,861.5
Expenditures			248.3		7.5	83.7	195.5	57.2	322.5	26.2	-		41,064.9
<b>Net Operations</b>	0	0	57.9	-	(7.5)	2.6	27.0	(27.8)	(90.3)	(26.2)	-	-	(11,203.3)
Transfers			-		-	-	-	(26.4)	(125.0)	-	-		(12,876.6)
<b>End Fund Balance</b>			135.1		136.0	4.8	5.2	3.6	17.7	7.3	2.7		3,087.3
Depr Reserve Fund Bal			193.6		3.0	4.1	7.5	(5.1)	232.0	-	-		3,973.5
<b>Total Fund Balance</b>	0	0	328.7	-	139.0	8.9	12.7	(1.6)	249.7	7.3	2.7	-	7,060.8
<b>FY12</b>													
<b>Beg Fund Balance</b>			135.1		136.0	4.8	5.2	3.6	17.7	7.3	2.7		3,087.3
Revenue			275.5		-	83.0	100.4	142.9	236.4	-	-		31,220.2
Expenditures			206.9		32.9	84.2	171.9	178.7	302.8	7.2	-		43,774.2
<b>Net Operations</b>	0	0	68.5	-	(32.9)	(1.2)	(71.5)	(35.8)	(66.5)	(7.2)	-	-	(12,554.0)
Transfers			-		-	-	(72.5)	-	(101.0)	-	-		(13,450.7)
<b>End Fund Balance</b>			203.6		103.1	3.5	6.2	(32.2)	52.2	0.2	2.7		3,984.1
Depr Reserve Fund Bal			193.6		3.0	4.1	7.5	(5.1)	232.0	-	-		4,320.5
<b>Total Fund Balance</b>	0	0	397.2	-	106.1	7.6	13.7	(37.4)	284.2	0.2	2.7	-	8,304.6
<b>FY13</b>													
<b>Beg Fund Balance</b>			203.6	-	103.1	3.5	6.2	(32.2)	52.2	0.2	2.7		3,984.1
Revenue			248.1	65.4	-	90.9	-	157.8	194.3	-	-		32,165.8
Expenditures			219.0	138.9	13.4	105.2	-	172.5	357.3	-	-		45,932.5
<b>Net Operations</b>	0	0	29.1	(73.5)	(13.4)	(14.3)	-	(14.7)	(163.0)	-	-	-	(13,766.6)
Transfers			(0.4)	-	-	-	6.2	-	(104.0)	0.2	2.7		(16,082.4)
<b>End Fund Balance</b>			233.2	(73.5)	89.7	(10.7)	-	(46.9)	8.7	-	-		6,299.8
Depr Reserve Fund Bal			22.6	(15.0)	3.0	4.1	-	(18.2)	28.4	-	-		3,179.2
<b>Total Fund Balance</b>	0	0	255.8	(88.5)	92.7	(6.7)	-	(65.1)	21.6	-	-	-	9,479.0
<b>FY14</b>													
<b>Beg Fund Balance</b>			233.2	(73.5)	89.7	(10.7)	-	(46.9)	(6.8)				6,299.8
Revenue			305.7	500.1	-	77.5	-	192.7	198.6				31,116.7
Expenditures			235.3	557.4	66.7	85.9	-	188.8	358.3				46,070.2
<b>Net Operations</b>	0	0	70.3	(57.3)	(66.7)	(8.4)	-	3.9	(159.7)	-	-	-	(14,953.5)
Transfers			-	-	-	-	-	(62.6)	(101.0)				(14,731.3)
<b>End Fund Balance</b>			303.5	(130.8)	23.1	(19.2)	-	19.5	(65.6)				6,077.6
Depr Reserve Fund Bal			37.9	(485.0)	3.0	(2.0)	-	(15.8)	67.9				3,190.0
<b>Total Fund Balance</b>	0	0	341.4	(615.8)	26.0	(21.1)	-	3.7	2.3	-	-	-	9,267.6
<b>FY15</b>													
<b>Beg Fund Balance</b>	-	-	303.5	(130.8)	23.1	(19.2)	-	19.5	(65.6)			(403.8)	6,077.6
Revenue	-	2,592.4	369.0	136.1	-	72.4	-	90.1	230.8			305.1	33,669.2
Expenditures	155.4	1,525.0	244.0	750.4	-	83.4	-	111.0	316.0			292.1	45,470.3
<b>Net Operations</b>	(155.4)	1,067.5	124.9	(614.3)	-	(10.9)	-	(21.0)	(85.2)	-	-	13.0	(11,801.2)
Transfers	-	-	-	(20.0)	23.1	(32.0)	-	(8.2)	(111.3)			(390.4)	(16,294.2)
<b>End Fund Balance</b>	(155.4)	1,067.5	428.5	(725.1)	-	1.9	-	6.7	(39.5)			(0.4)	10,570.6
Depr Reserve Fund Bal	-	-	68.5	(6.6)	-	(2.0)	-	(13.4)	106.9			-	3,831.8
<b>Total Fund Balance</b>	(155.4)	1,067.5	497.0	(731.7)	-	(0.1)	-	(6.6)	67.4	-	-	(0.4)	14,402.3



Pat Pitney, Vice Chancellor  
(907) 474-7907  
(907) 474-5850 fax  
pat.pitney@alaska.edu  
www.uaf.edu/adminsvc

## Administrative Services

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

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

This memo provides a record of the core cabinet FY15 strategic investment decisions. You have noted in previous communications to the campus community<sup>1</sup> that although UAF faces challenging budget times, we also need to provide for investments in institutional growth opportunities and other areas of strategic importance. The cabinet distribution decision took into consideration the recommendations of the Planning and Budget Committee, prior commitments, issues identified by the chancellor's cabinet, and other institutional priorities.

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

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

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

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

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

December 20, 2013

To: UAF faculty, staff and students

From: Brian Rogers, Chancellor

Subject: Planning to address likely FY15 budget challenges

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

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

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

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

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

Kari Burrell, UAF Executive Officer (Chair)

Jennifer Campbell, Senior Project Manager (Facilities)

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

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

Pat Pitney, Vice Chancellor (Administrative Services)

Keith Swarner, Faculty and Associate Dean (CTC)

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

Deborah McLean, Director, Bristol Bay Campus (CRCD)

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

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

January 2014 -- Budget Options Group convenes

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

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

April/May 2014 -- Executive Leadership Workshop

April 2014 -- Cabinet finalizes budgetary actions

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



June 30, 2014

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

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

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

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

Travel: \$520,000

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

Unit-level:

\$4-6 million in spending reductions, plus

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

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

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

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

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

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

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

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

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

## UAF Budget Actions to Address FY15 Shortfalls – Summary List

Full report/detail is posted online: <http://www.uaf.edu/finserv/omb/budget-planning/>

### Personnel and Payroll Options

Brief Description	Range of Savings May Accrue to Unit or Central Budgets
<p>1. Reduce regulatory burden; improve process efficiency</p> <p><b>Implement:</b> Savings will accrue to units.</p>	TBA - varies
<p>2. Consolidate the Office of Faculty Development with other similar areas to reduce operational costs while preserving the function</p> <p><b>Do not implement:</b> Provost will consider reductions as part of the overall spending reductions.</p>	\$0
<p>3. Utilize 11-month employee contracts on a voluntary basis where service areas permit a reduced or seasonal schedule.</p> <p><b>Implement with modifications:</b> UAF units may offer 11- or 11.5-month contracts, reduced summer work schedules, or alternative work schedules to employees who are interested, with supervisor approval. HR will provide a guide to choices, listing effect on retirement and other benefits. UAF leadership will seek a regulation change to allow use of leave without pay prior to exhausting annual leave. Savings will accrue to units.</p>	\$100,000
<p>4. Implement shared service models for administration, e.g. service partnerships between departments with a reduction in employees over time where service capacity exists.</p> <p><b>Implement:</b> Each vice chancellor to document shared service models implemented in FY14 or in process and will identify new opportunities for shared services. Savings accrue to units.</p>	\$250,000 in FY15 and \$250,000 in FY16
<p>5. Extend winter break or other closure periods; savings dependent on how many days are chosen as hard/soft closure assuming partial employee participation.</p> <p><b>Do not implement:</b> Held for further discussion.</p>	\$0
<p>6. Reduce the number of senior level administrators</p> <p><b>Implement with modifications:</b> The Chancellor's Cabinet will review all vacancies at range 82 and above. Half of the savings will accrue to units; half of savings will accrue toward the central budget target. The provost or vice chancellor for research, as appropriate, will review faculty workload assignments to associate dean or associate director and similar positions. Potential savings are minimal, primarily as we avoid potential reductions in faculty member research or teaching assignments with consequent reduction in revenue</p>	\$250,000 annual goal

7. Continue vacancy holds for 90 days; this option is short term and should either be modified to include a cap for each unit or be done as part of the ATB reduction - consider an attrition-based employee reduction for longer-term savings.  <b>Implement with modifications:</b> Yes, but the method used in FY14 will be modified for FY15. Savings will accrue to units. No position will be required to have vacancy hold more than once in a year. The 90-day hold will be reduced to 45 days if hiring from layoff pool or former term employee pool.	\$2,000,000
8. Reduce annual leave cash out options for employees from 40 hrs/yr to 20 hrs/yr; promote wellness and encourage employees to take leave earned.  <b>Implement with modifications:</b> Will be forwarded as a recommendation to the president. The proposal is to eliminate the cash-out option for range 79 and above for employees and senior administrators with a to-be-defined hardship provision, but keep this option in place for range 78 and below and for those whose bargaining unit contract requires the provision. Savings, if approved by the president, will accrue to units.	\$275,000
9. Move to 37.5 hr work week (similar to State of AK employees); this option has several labor union nuances that may be complex and may translate as a reduction in pay for similar work although that is not a preference of the PBC.  <b>Do not implement.</b>	\$0

## Program and Service Options

Brief Description	Range of Savings May Accrue to Unit or Central Budgets
1. Conduct a special program review of eLearning to evaluate operational models and structure, including revenue distribution and/or subsidies.  <b>Implement</b>	TBA
2. Conduct a special program review of Summer Sessions/Lifelong Learning to evaluate operational models and structure, including revenue distribution and/or subsidies.  <b>Implement</b>	TBA
3. Conduct special program review of all lower enrollment UAF academic programs. This will focus on enrollment trends and graduates; cost for delivery; centrality to mission; importance to research (graduate programs) and other academic programs; employer demand; and other TBD criteria.  <b>Implement with modifications:</b> Include more than only lower enrollment programs. The focus will expand to include delivery cost, centrality to mission, importance to research and employer demand. Savings TBA, but expected to exceed \$1 million annually when fully implemented in FY16 and FY17.	\$1 million or more annually in FY16-FY17

<p>4. Monitor the recent merger of the Arctic Region Supercomputing Center (ARSC) and Geophysical Institute (GI); allow GI leadership to streamline and integrate operations within two-year timeframe.</p> <p><b>Implement with modifications:</b> Conduct a special program review of ARSC-GINA-ASF-OIT synergies.</p>	TBA
<p>5. Move CRCD bookstore into Fairbanks Campus space; vacate off-campus lease and optimize use of print-on-demand equipment/services.</p> <p><b>Implement:</b> Savings accrue to Rural and Native Education.</p>	\$70,000
<p>6. Combine/streamline management and maintenance support for LARS and the Fairbanks Farm; utilize Facilities Services vehicle and maintenance pools where applicable.</p> <p><b>Implement with modifications:</b> Conduct a special program review of LARS Fairbanks farm/Palmer farm looking for shared personnel, size of herds, reduction of facilities and equipment.</p>	TBA
<p>7. Find School of Natural Resources and Extension (SNRE) and Marine Advisory Program (MAP) staffing efficiencies; implement shared services.</p> <p><b>Implement:</b> This includes special review of shared services and staffing efficiencies, particularly in communities where both units are present (particularly Anchorage and Fairbanks).</p>	TBA
<p>8. Move Printing Services to Aurora Warehouse on Marika Ave; move off-campus lease occupants into Fairbanks Campus space; preserve printing operations.</p> <p><b>Implement with modifications:</b> Because the operation is not able to cover the cost of its operations, and the space is required for savings on leased facilities, and functions can be accommodated by outside vendors, the VCAS is tasked with closure of Printing Services and copy pool as well as outsourcing printing to private providers. VCAS will calculate savings to be included in central savings.</p>	TBA
<p>9. Evaluate, streamline and unify marketing and communications efforts campus-wide.</p> <p><b>Implement with modifications:</b> Conduct a special program review of central and unit communications and public information offices.</p>	\$100,000 in FY15 and another \$250,000 in FY16
<p>10. Reduce travel; Alaska legislative mandate in FY15 - UAF will focus on administrative travel.</p> <p><b>Implement:</b> Reduced from each unit.</p>	Up to \$600,000
<p>11. Reduce UAF shuttle operation costs; reduce under-utilized services or shuttle routes/vehicles</p> <p><b>Implement:</b> Saving accrue to central budget.</p>	\$200,000
<p>12. Transition UA Press toward self-support based on sales revenue, sponsored publications, philanthropy, and other TBA funding sources.</p> <p><b>Do not implement:</b> Hold pending system office decision on Natural Resource Funds (NRF) reduction.</p>	TBA

<p>13. A. Maintain flexible Unreserved Fund Balance (UFB) principles and evaluate options for higher-value procurement.</p> <p><b>Implement.</b></p> <p>B. Explore strategic sourcing; evaluate options for higher-value procurement such as bulk purchasing and standards. Savings will accrue to units.</p> <p><b>Implement.</b></p>	<p>No savings but additional flexibility at the unit level.</p> <p>\$200,000</p>
<p>14. Consolidate administrative operations to find efficiencies in CRCD with focus on Fairbanks campus.</p> <p><b>Implement:</b> CRCD will accomplish as part of percentage reduction in CRCD. Savings will accrue to unit.</p>	<p>\$75,000</p>
<p>15. Generate Athletics Program savings and increase student fees (in line with Athletics Business Plan) and corporate sponsorships – maintain NCAA min. standards/requirements.</p> <p><b>Implement:</b> The target \$50,000 increased corporate support, with a corresponding reduction to general fund, in addition to revenue percentage reduction.</p>	<p>\$50,000 increase in corporate sponsorships plus a corresponding reduction in addition to the percentage budget reductions in FY15</p>
<p>16. Streamline Library administration or technical support across campus through shared services or space efficiencies.</p> <p><b>Implement:</b> Some savings will accrue in FY15, with complete savings in FY16.</p>	<p>\$75,000</p>
<p>17. Transition KUAC outreach and broadcasting services to model that is fully funded via external public support.</p> <p><b>Implement with modifications:</b> KUAC is charged with increasing corporate and individual support by \$100,000 (approximately 10 percent), with a corresponding reduction of GF (in addition to the percentage reduction applied throughout UAF). A special program review will be conducted of KUAC interaction with academic programs, marketing and communications, and athletics, with an external review to address staffing and other expenses.</p>	<p>\$100,000 in increased corporate and individual support; internal and external review TBA</p>
<p>18. Explore 501 (c)(3) opportunities for student housing or other auxiliary functions.</p> <p><b>Implement with modifications:</b> The recommendation was modified to consider a university service organization (subsidiary, nonprofit, or other). There will be a special program review of auxiliary business models.</p>	<p>TBA; based on details/service specific to each function</p>
<p>19. Explore feasible options for partnership or consolidation between CRCD and UAF bookstore (upon contract renegotiation) where specific rural student services can be maintained.</p> <p><b>Implement:</b> Changes will be implemented in conjunction with next bid for bookstore outsourcing, with full consideration of special circumstances for students outside Fairbanks. Any savings will be realized in FY16.</p>	<p>TBA</p>
<p>20. Consider moving Cooperative Extension Service and Marine Advisory Program staff from Anchorage to rural and Fairbanks locations.</p> <p><b>Do not implement.</b></p>	<p>TBA</p>

21. Consolidate rural campuses or convert rural campuses to Learning Centers; this puts CRCD campuses at risk to lose specific and significant ANSI or Title III funding  <b>Do not implement.</b>	\$0
22. Change Athletics program from Division II to Division III; does not reduce program costs and eliminates student aid/recruitment opportunities.  <b>Do not implement.</b>	\$0
23. Eliminate or outsource postal services; USPS will not provide delivery services on campus. Increase service/ability to utilize credit/debit card payment options.  <b>Implement with modifications:</b> Elimination/outsource of USPS on the Fairbanks Campus is not adopted (as recommended by PBC); however, a review of business operations will be conducted to consider increasing payment (credit/debit) functionality and other convenience based services.	\$0
24. Move from 60-minute to 50-minute lecture hour; this reduces academic quality and may produce no savings.  <b>Do not implement.</b>	\$0
25. Eliminate or reduce the veterinary medicine program; this program was recently funded in partnership with Colorado State University; enrollment expected fall 2015.  <b>Do not implement.</b>	\$0

### Space Utilization, Sustainability (Green) Initiatives and Systemwide Efficiency Options

Brief Description	Range of Savings May Accrue to Unit or Central Budgets
1. Increase energy-efficiency audits in buildings; make upgrades in cost-effective manner.  <b>Implement:</b> Facilities will identify specific facilities, investment and return model.	TBA
2. Move off-campus departments out of leased space to create savings.  <b>Implement:</b> eLearning will move to Fairbanks campus by May 2015. No savings in FY15; savings accrue centrally.	\$150,000 as leases expire in FY16
3. Optimize use of on-campus classroom, office and laboratory space.  <b>Implement:</b> We have a study in progress, and will devote a substantial effort to improved classroom, laboratory and office space utilization during FY15.	TBA
4. Consolidate Anchorage leases (MAP/CES) into less expensive space.  <b>Do not implement:</b> Not at this time, but this will be considered as part of the shared services review. The two units are encouraged to continue collaboration and, where appropriate, share joint positions.	TBA

<p>5. Apply power management software to computers; UAF currently manages the Nightwatchman software program which can be expanded to increase savings.</p> <p><b>Implement:</b> OIT is tasked to identify investment and savings model. Savings taken from utilities toward central budget.</p>	<p>\$70,000 FY15 and another \$100,000 in FY16</p>
<p>6. Sell or lease Kodiak property; preserve program and relocate some occupants to other SFOS sites.</p> <p><b>Implement with modifications:</b> There will be a special program review of space user options, including establishment of a broader technology center at the Kodiak facility, use by other UAF, Kodiak Campus or private users.</p>	<p>\$100,000 in increased revenue or decreased costs</p>
<p>7. Streamline System Office functions and/or provide identified operations from the Fairbanks campus to avoid duplication of services with Statewide, e.g., Procurement, Labor Relations, Risk Management.</p> <p><b>Implement:</b> With concurrence of System Office. UAF will propose initial work on payroll and labor relations; e-procurement would be the next initiative. Savings TBA and require agreement with system office.</p>	<p>TBA with agreement from UA system office</p>
<p>8. Encourage timely retirements for eligible employees; cost for incentives may outweigh the savings in first year.</p> <p><b>Implement with modifications:</b> Not adopted, but modified as suggested by the PBC - during open enrollment, HR will remind employees to review their retirement plans and options.</p>	<p>TBA</p>
<p>9. Reduce PERS penalty that UA System pays to State of Alaska for lack of minimum number of participants in PERS.</p> <p><b>Implement:</b> This requires System Office changes, potentially affecting either Board of Regents policy or state law. UAF will request the system office to make modifications to retirement programs to reduce costs.</p>	<p>TBA with UA system office changes</p>
<p>10. Reduce volume of inter-department mailings/printing</p> <p><b>Do not implement.</b></p>	<p>\$0</p>
<p>11. Merge Kodiak property and partner with NOAA and/or AK Dept. of Fish and Game to share facilities</p> <p><b>Do not implement.</b></p>	<p>\$0</p>

Nov. 14, 2014

To: UAF Faculty, staff and students

From: UAF Chancellor Brian Rogers

Subject: FY16 Budget

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

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

#### Program Reviews

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

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

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

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

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

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

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



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

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

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

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

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

#### Budget Reduction Targets

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

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

#### Differential unit spending reductions

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

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

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

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

---

UAF-Staff-L mailing list

[UAF-Staff-L@lists.alaska.edu](mailto:UAF-Staff-L@lists.alaska.edu)

Patrick Gamble, President  
Phone: (907) 450-8000  
Fax: (907) 450-8012  
Email: ua.president@alaska.edu



UNIVERSITY  
*of* ALASKA  
*Many Traditions One Alaska*

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

January 12, 2015

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

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

Dear Governor Walker,

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

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

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

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

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

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

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

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

The Honorable Bill Walker

January 9, 2014

Page 3

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

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

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

Respectfully,



Patrick K. Gamble

President, University of Alaska System

enclosure

Jan. 13, 2015

TO: UAF staff and faculty

FROM: UAF Chancellor Brian Rogers

SUBJECT: FY16 Budget

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

--Multiple years of cuts

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

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

--Fixed cost increases of \$5 million

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

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

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

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

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

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

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

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

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

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

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

June 3, 2015

To: UAF employees  
From: Chancellor Brian Rogers  
Re: FY16 State of Alaska and UAF budget

This week, the State of Alaska mailed layoff warnings to thousands of state employees. Those notices were necessary because the state does not yet have a fully funded FY16 budget.

As noted in the message yesterday from statewide, President Gamble and the three chancellors have decided that, for now, the university will not be issuing similar blanket layoff notices. We have multiple revenue sources, in addition to state funding, so have more flexibility in managing budget uncertainties than the state does.

That decision has allowed us to turn our attention to more certain budget challenges. We expect that the Legislature will eventually pass an operating budget, and that when it does, it will include cuts to the university. While the state budget is not final, we have a reasonably solid estimate for university funding levels. That estimate indicates that UAF will need to make about \$20 million in cuts next fiscal year to account for reduced state funding and increased fixed costs. That amount does not include compensation increases, which is still being debated in the Legislature.

On Monday, I met with UAF's core cabinet and made decisions on how those reductions will be allocated throughout UAF. The percentage that each unit and their departments will cut varies across campus, however UAF-wide, these spending reductions amount to nearly 11 percent of our state revenue and more than 7 percent of all unrestricted funds.

Following is a breakdown of the reductions in each area:

Chancellor's office and eLearning - \$363,000  
Provost - \$7.7 million  
Centrally managed accounts - \$1.7 million  
Office of Information Technology - \$482,000  
Rural, Community and Native Education - \$2.4 million  
University and Student Advancement - \$1.8 million  
Administrative Services - \$3.4 million  
Research - \$2.1 million

Vice chancellors now have the information necessary to begin making their final decisions on how to balance their budgets. They will send those decisions to my office in the next couple of weeks. Many of you will also begin receiving more information directly from your unit leaders. During the last half of this month, I'll send another memo offering more details on the effects of these cuts to the people, programs and services at UAF.

I want to thank each of you for your patience. The extended state political negotiations have added a new level of uncertainty to our yearly budget process, on top of expected funding reductions. I know that has been difficult. I hope that moving forward with our budget plans for next year will mitigate some of the ambiguity and allow us to focus on being the best university we can be with the resources we have. I appreciate each of you for the work you do to make that happen.

Appendix 4.C.4



July 29, 2015

To: UAF employees  
From: Chancellor Brian Rogers

Re: FY16 budget

Because of the extended legislative session, it has taken longer than anticipated for the university's budget situation to become clear. Now that we have our final budget numbers from the state and the University of Alaska statewide offices, I want to share that information, as well as its effects, with you.

UAF's portion of the reduction in state funding amounted to \$13.1 million, which includes one-time funding for employee compensation increases. That is on top of a nearly \$7 million budget gap created by increased fixed costs and utilities. The result is a \$20 million shortfall for FY16.

We knew funding would be tight in FY16. Over the course of the past year, we have explored options to address the shortfall. Faculty and administrator committees reviewed 45 academic programs. Some of those programs were selected for eventual discontinuation. Other committees reviewed selected non-academic programs for potential savings. While both of these efforts were valuable, and may result in reduced costs in future years, they did not identify substantial savings for FY16.

This spring, UAF leaders have been working closely with deans, directors, and the budget and special review committees to allow for those closest to the programs and services to help make strategic budgeting decisions. In an effort to preserve academic program quality and continue research efforts, service and administrative units are shouldering more cuts than research and academic units.

The amount and effects of these cuts vary from unit to unit, but most units will be cutting the equivalent of about 11 to 13 percent of their state funding. That will result in reduced services, slower response times in some areas and reduced central and program support. And, because UAF is a service organization, it also means fewer people. In many cases, we have been able to simply eliminate unfilled positions, but there have also been layoffs and reduced contracts.

The UAF Office of Management and Budget has prepared a comprehensive overview of the spending reductions across campus. That document, as well as a wealth of information on the budgeting process, is available online at <http://bit.ly/uafbudget>. Most of you have likely already heard from your unit leaders regarding reductions in your area, however don't hesitate to ask your supervisor or department head if you have additional concerns about how the budget cuts will affect you and your unit.

Finally, I want to thank those who served on committees and the entire campus for its patience as we have worked to develop a spending plan in what ended up being a very uncertain environment. While we are a smaller university today than we were even a year ago, I am certain that our talented staff and faculty will continue their work to deliver high-caliber research, education and service to our students and the people of Alaska.





Raaj Kurapati  
Associate Vice Chancellor for Financial Services  
(907) 474-7323  
(907) 474-5850 fax  
rkurapati@alaska.edu  
www.uaf.edu/finserv


## Financial Services

P.O. Box 757920, Fairbanks, Alaska 99775

### MEMORANDUM

**Date:** July 22, 2015

**To:** Brian Rogers, Chancellor  
Kari Burrell, Executive Officer & Vice Chancellor for Administrative Services

**From:**  Raaj Kurapati, Associate Vice Chancellor for Financial Services

**Subject:** FY16 Strategic Reinvestment Allocations

This memo provides a record of FY16 strategic investment decisions. UAF leadership recognized the need for continued investments in areas of strategic importance and institutional growth opportunities especially in these challenging budget times. Keeping in line with this strategy, the plan implemented by UAF to address the budget gap included funding to allow for reasonable strategic investments.

The FY16 general strategic reinvestment funds will be distributed for the priority programs listed below. The distribution decision took into consideration prior commitments, items included in UAF's budget requests to the State that were not funded, issues identified by the chancellor's cabinet, and other institutional priorities.

#### Strategic Investments

RV Sikuliaq (1)	250,000
Title IX Compliance Officer and related support (2)	110,000
CNSM Vet. Med. (2)	400,000
Arctic Initiatives	325,000
Total	<u>1,085,000</u>

- (1) UAF's commitment is \$500K per calendar year starting in FY2015.
- (2) UAF included funding for these initiatives as part of our budget ask to the State of Alaska

We plan to distribute the funding for the investments noted above to the appropriate units after FY16 continuation budget adjustments are finalized. Please let me know if you have any questions or if I can be of further assistance.

Cc: UAF Core Cabinet

April 15, 2015

To: UAF staff and faculty

From: Provost Susan Henrichs

Re: Academic program review

Over the next week, UAF will be announcing that some degree and certificate programs will be discontinued or have admissions suspended. The discontinued or suspended programs will be only a fraction of what UAF offers, less than 10 percent of the total. Because these are lower-enrollment programs, only about 2 percent of UAF's students are enrolled in them.

If you speak with affected students, please reassure them that UAF will make arrangements for all currently enrolled students to complete their programs in a timely fashion. This is a responsibility that the university has when it admits students to a program and is required by our accrediting organization. That, in turn, means that most faculty and staff associated with the programs will not have immediate changes in their employment.

I am meeting with program faculty to discuss the teach-out process and other steps that will need to be taken. In cases of suspended programs, faculty may be asked to redesign programs or make other changes to attract additional students or reduce costs.

Within two weeks, UAF will contact affected students individually with further information and instructions. They will need to work closely with an advisor to develop a plan to complete their degrees or certificates.

The programs being discontinued or suspended were selected based on an extensive process of program review. The UAF Planning and Budget Committee recommended review of programs based on the following criteria:

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

The review process included a report provided by the program, in which they explained the value of the program to the university, the community, and the state; institutional data on enrollments, graduates, student demographics, faculty numbers and other factors; review by a faculty committee and an administrator committee; and a final decision by the Chancellor's Cabinet based on the program report and committee recommendations.

I regret that it is necessary to reduce the number of programs that we offer, but the pending, substantial reductions in funding from the state will force cutbacks across campus. We're making every effort to preserve academic programs, since they are at the core of the university's mission to educate our students.

Susan Henrichs

Provost

April 22, 2015

To: UAF employees and students  
From: Chancellor Brian Rogers and Provost Susan Henrichs  
Re: Results of special academic program review

As noted last week, our campus has completed its special academic program review. Affected programs were informed at the end of last week and we are now ready to share the results of the review more broadly.

You may recall that 45 academic degree programs were selected for special review. They were selected because they were among the lowest enrollment for their type, had seen enrollment decreases of more than 30 percent in the past five years or had low numbers of graduates relative to enrollment.

Of those, 30 programs went through extensive reviews by both faculty and administrator committees. The review process drew on a variety of resources, including reports prepared by the programs and institutional research data. The Chancellor's Cabinet made final decisions on the programs based on the committees' recommendations and those resources. The process was very similar to the regular program review process, except that the selected programs were reviewed before they normally would have been in the review cycle.

Fifteen programs needed review, assessment and recommendations for change from experts in the discipline, and some of those reviews are still ongoing. Those programs fall into Category 6, below. The results of those reviews will be reported when they are ready, either later this spring or during fall 2015 semester.

At the end of this process, the programs fell into one of six categories:

- Category 1 - Discontinue the program.
- Category 2 - Suspend admission to the program and merge with another program.
- Category 3 - Suspend admission to the program and further evaluate the benefit of reopening enrollment.
- Category 4 - Merge or substantially redesign the program within six months
- Category 5 - Implement a plan to recruit/retain more students and/or garner external financial support by Dec. 1.
- Category 6 – Additional review and assessment needed.

Please visit the Office of Management and Budget website at <http://bit.ly/uafbudget> for a full list of which programs fall into each category. We want to reinforce our earlier message: Students in the affected programs will have the opportunity to complete their degrees in a timely manner. They will be contacted by academic advisors soon, if they haven't been already.

We want to thank everyone involved in this process for their diligence in making these difficult decisions. We wish it was not necessary to reduce the number of programs we offer, but our state budget scenario leaves us few choices. We will be facing cutbacks across campus, in addition to these, and are working hard to ensure we preserve as many academic programs as possible, as they are core to our mission as a university.

## UAF Special Academic Program Review 2014-2015

### Final Cabinet Decisions

The following changes are the result of an extensive academic special review process which examined programs selected for review based on the following criteria:

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

As required by UAF's accrediting organization, UAF will make arrangements for all currently enrolled students to complete their programs in a timely fashion. Affected students are encouraged to work closely with an advisor to develop a plan to complete their degrees and certificates. UAF still maintains more than 180 programs to provide a variety of degree options for students, including degrees in some of the disciplines that are losing a degree program. In sections where program enrollment is suspended, new students will be encouraged to select an available program in similar areas of interest.

<b>Category 1 - Program will be discontinued:</b> UAF will teach out current students and make program reductions over time.
Chemistry MA (Chemistry MS would continue to be offered)
Engineering Management MS
Science Management MS
Music BA (Music BM and Music Education BM would continue to be offered)
Philosophy BA
Sociology BS (Sociology BA would continue to be offered)
<b>Category 2 - Program will suspend admission and merge/consolidate:</b> Programs will be merged or consolidated with other existing programs to achieve efficiencies or cost savings.
Arctic Engineering MS (merge into Civil Engineering concentration)
Electrical Engineering MEE (combine with Electrical Engineering MS, as a non-thesis option)
Environmental Engineering MS (merge into Civil Engineering concentration)
<b>Category 3 - Program will suspend admission:</b> Programs will undergo a further administrative review to evaluate the cost vs. benefit of reopening enrollment.
Dental Hygiene AAS
Music MM
Power Generation Certificate
<b>Category 4 - Program will merge and/or substantially redesign itself to attract new students:</b> Programs will have up to six months to create a plan. If approved, programs will be permitted to make changes. If an approved plan is not in place, programs will suspend admission effective Dec. 31, 2015.
Journalism BA and Theatre BA
Geography BA
<b>Category 5 - Program will implement a plan to recruit/retain more students and/or garner more external financial support:</b> Program plans are due Dec. 1, 2015. Admissions will be suspended if an acceptable plan is not submitted. Programs will be given up to two years (December 2017) to evaluate whether enrollment is growing and/or external support is increased. If, at that time, improvements are not achieved, UAF may further review or suspend admission, as needed.
Chemistry BA (in support of a Secondary Education BA)
Cross Cultural Studies MA
Environmental Quality Science MS
Geography BS
Linguistics BA
Mathematics BA (in support of a Secondary Education BA)
Statistics MS and Graduate Certificate
Automotive Technology Certificate
Dental Assisting AAS and Certificate
Drafting Tech AAS and Drafting Tech Certificate
Instrument Tech Certificate (potential redesign into a single Process Technology related certificate)
Safety Health Environment Tech (potential redesign into a single Process Technology related certificate)

**Category 6 - Programs still under review:**

Active improvement plan is in progress, results will be shared at a later date. UAF is working to preserve programs integral to research efforts or unique to the university mission including support of Alaska and its cultures.

Community Health Certificate and AAS

Native Language Education Certificate and AAS

Yup'ik Language Proficiency Certificate and AAS

Inupiaq Eskimo BA

Yup'ik Eskimo BA

Yup'ik Language and Culture BA

Geological Engineering MS

Mineral Preparation Engineering MS

Mining Engineering MS

Physics MS

Physics Ph.D.

Space Physics Ph.D.

**Degree Key:**

AAS: Associate of Applied Science

BS: Bachelor of Science

MS: Master of Science

MM: Master of Music

BM: Bachelor of Music

BA: Bachelor of Arts

MA: Master of Arts

MEE: Master of Electrical Engineering

Ph.D.: Doctor of Philosophy

## FY15 Non-Academic Special Program Review Outcomes - Summary List

Full committee reports are posted online: <http://www.uaf.edu/finserv/omb/uaf-program-reviews/>

Decision options: **Implement**, **Implement with modifications**, or **Do not implement**

Recommendation	Decision
<b>eLearning</b>	
1. UAF administration create incentive for traditional academic units and eLearning to collaborate	<p>Decision: <b>Implement</b></p> <p>Responsible Party: Provost, Deans, eLearning Director</p> <p>Timeline: FY16</p>
2. eLearning create standard price structures and products for its course design services and market them to schools and colleges (including CRCD)	<p>Decision: <b>Implement</b></p> <p>Responsible Party: eLearning</p> <p>Timeline: FY16</p>
3. eLearning will contribute 40% of its tuition revenue to administrative/central functions to support on-campus operations, similar to other standard UAF tuition models	<p>Decision: <b>Implement with modifications*</b></p> <p>Responsible Party: VCAS/eLearning</p> <p>Timeline: FY16</p> <p>*eLearning will retain applicable fees and 3-5% of tuition revenue to accommodate increased enrollment.</p>
4. Use services from central OIT and student services/advising rather than employing dedicated eLearning staff	<p>Decision: <b>Implement with modifications*</b></p> <p>Responsible Party: eLearning in collaboration with USA, Advising Center, and OIT</p> <p>Timeline: FY16</p> <p>*An <i>ad hoc</i> committee will be appointed by the Provost to consider where savings can be achieved; the Provost will implement changes based on their report.</p>
5. eLearning and the academic units focus on courses and fully online degree programs that take advantage of UAF strengths: arctic, close ties to rural communities and specialized education	<p>Decision: <b>Implement</b></p> <p>Responsible Party: eLearning and academic units</p> <p>Timeline: FY16 and ongoing</p>

Farms and Large Animal Care	
1. LARS: continue to support basic veterinary care with general funds to ensure compliance with laws, proper care of the animals, and broad access to the animals for the faculty	Decision: <b>Implement</b> Responsible Party: VCR Timeline: FY16 and ongoing
2. LARS: determine optimal herd size (reindeer/caribou/muskox) and species availability; transition herds to match optimal standards	Decision: <b>Implement</b> Responsible Party: VCR Timeline: FY16-FY17
3. LARS: review recharge center rates to ensure they reflect the actual cost to maintain the animals inclusive of all non-project specific costs  Savings: Depends on the amount of funded research and course-related use	Decision: <b>Implement</b> Responsible Party: VCR/Financial Svcs. Timeline: FY16
4. LARS: remove LARS from the UAF Nuclear Regulatory Commission license - this will allow animals on LARS to be used for food production research and meat sales	Decision: <b>Implement</b> Responsible Party: Facilities Svcs. Timeline: In process, completion FY16
5. Biological Reserve Animal Facility: specify any needed upgrades to make existing facilities usable for animal housing	Decision: <b>Implement</b> Responsible Party: IACUC/Facilities Svcs. Timeline: FY16
6. Irving 1 Animal Facility: build a new outdoor holding area that is sufficiently flexible to accommodate different animal projects and users/researchers - the facility is estimated to cost \$650k and take one year to complete	Decision: <b>Do not implement</b>  At this time, capital investment in this area is not justified; although high priority, there are other pressing initiatives that need capital support.
7. FEF and MEF/LARS: move the reindeer at Fairbanks Experiment Farm (FEF) to either Matanuska Experiment Farm (MEF) or LARS, depending on cost and access analysis - support for the basic care needs move to Animal Resource Center from SNRE/AFES  Savings: TBD pending decision on which facility will receive the herd	Decision: <b>Implement</b> Responsible Party: OMB (analysis)/ARC and SNRE transition implementation Timeline: To begin after NRC decision received
8. FEF and MEF: once NRC license issues are resolved and location of the herds is determined, conduct a herd size analysis for the animals at FEF and MEF	Decision: <b>Implement</b> Responsible Party: OMB (analysis)/SNRE



<p>Savings: TBD pending decision about ability to move reindeer to LARS and merge the herds</p>	<p>transition implementation</p> <p>Timeline: To begin after NRC decision</p>
<p>9. FEF: explore revenue generating options for the FEF Savings: TBD; based on partnerships</p>	<p>Decision: <b>Implement</b></p> <p>Responsible Party: Chancellor's Cabinet</p> <p>Timeline: FY16 (Not necessarily contingent on moving the reindeer, depending on the particular use contemplated.)</p>
<p>10. FEF, MEF and Delta Junction Research Station: continue to grow food for the herds and explore additional agricultural research and extension opportunities related to climate change and food security</p> <p>Savings: TBD by the extent of opportunities to expand use of the lands</p>	<p>Decision: <b>Implement</b></p> <p>Responsible Party: SNRE</p> <p>Timeline: Explore FY16, implement FY17</p>
<p>11. Delta Junction Research Station: explore a P3 arrangement to create what would essentially be a tenant farm for the Delta Junction agricultural lands not used for research</p> <p>Savings: TBD; based on partnerships</p>	<p>Decision: <b>Implement</b></p> <p>Responsible Party: SNRE</p> <p>Timeline: Explore FY16, implement FY17</p>
<p><b>Summer Sessions and Lifelong Learning</b></p>	
<p>1. Consolidate/streamline OLLI and SSLL administrative support to reduce SSLL related expenditures and reduce duplicate effort in closely related/working areas; explore shared service models with Provost area operations</p> <p>Savings: TBD based on shared service model implemented; est. at 1 FTE</p>	<p>Decision: <b>Implemented earlier; OLLI and SSLL already share administrative support</b></p>
<p>2. SSLL will contribute 40% of its tuition revenue to administrative/central functions to support on-campus operations, similar to other standard UAF tuition models - UAF will fund SSLL with a 40% general fund increment (impact is net zero base-funding swap that brings consistency to the revenue models on campus)</p>	<p>Decision: <b>Implement with modifications*</b></p> <p>Responsible Party: Chancellor/Provost/VCAS</p> <p>Timeline: To begin with FY16</p> <p>*Where SSLL bears the cost of employing the faculty, SSLL will receive 60% of the tuition; similar to academic units</p>



3. SSLL no longer retains the tuition on independent study, graduate research and thesis courses (498/499/698/699); typically academic units bear costs for these courses	Decision: <b>Implement</b> Responsible Party: Provost/VCAS Timeline: To begin with FY16
4. Course or special fees (materials/computing labs) that are collected should be directed to any unit incurring the cost for those materials/labs	Decision: <b>Implement</b> Responsible Party: Provost/VCAS Timeline: To begin with FY16
5. SSLL, in conjunction with each unit dean/director, must develop a list of courses that are eligible to be offered in the summer prior to any discussions with potential instructors - deans/directors may elect <u>not</u> to offer some courses in the summer	Decision: <b>Implement</b> Responsible Party: SSLL/Deans/Directors Timeline: Create list before Spring Semester 2016
6. Increase the revenue-generating educational tours and field study/experiential learning opportunities - market SSLL adventure programs or packaged educational tours to visitors and families of students as part of the UAF orientation or commencement events	Decision: <b>Implement</b> Responsible Party: SSLL Timeline: Expand as soon as possible; in prep for fall orientation and prior to spring graduation festivities
7. Strengthen partnerships with the UAF Development and Alumni Association offices to engage external groups in giving opportunities/campaigns; increase donor activity/contributions	Decision: <b>Implement</b> Responsible Party: Development/SSLL Timeline: FY16
<b>K-12 Outreach/Bridging Programs</b>	
1. All UAF K-12 outreach activities will operate with two overarching goals that must have measurable outcomes: <ul style="list-style-type: none"> <li>increase enrollment at UAF</li> <li>improve the college-going culture in Alaska</li> </ul>	Decision: <b>Implement*</b> Responsible Party: K-12 programs leads; capture percentage of students matriculating to UAF Timeline: FY17  *Programs that self-support on revenue...whether fees, grant support, or other...are expected to pursue these outcomes, but may have additional primary objectives selected by the funder(s).
2. Establish annual reporting criteria for all programs that measure return on investment and the achievement of institutional goals - use existing data already produced by programs	Decision: <b>Implement</b> Responsible Party: K-12 Bridging/Outreach Programs Committee

	Timeline: Completed
3. Convene a standing K-12 Outreach Committee to provide oversight and coordination of any new programs or activities	<p>Decision: <b>Do not implement</b></p> <p>Assessment of K-12 Outreach programs will be the responsibility of the Vice Chancellor who oversees the unit delivering. VCs will coordinate to establish some common assessment criteria.</p>
4. Inventory existing programs and contacts and create a database for internal (UAF) and external (public) use;	<p>Decision: <b>Implement</b></p> <p>Responsible Party: Cooperative Extension Service</p> <p>Timeline: FY16</p>
5. Provide staff support to the standing K-12 Outreach Committee and maintain currency of the inventory/database	<p>Decision: <b>Implement</b></p> <p>Responsible Party: Responsible K-12 Office</p> <p>Timeline: FY16</p>
6. Coordinate or combine the UA System and UAF K-12 outreach activities to achieve efficiencies	<p>Decision: <b>Implement</b></p> <p>Responsible Party: UAF K-12 program leads/VP Academic Affairs &amp; Research</p> <p>Timeline: FY16</p>
<b>Public Information, Marketing, and Communications</b>	
<p>1. Reduce the number of events at UAF by combining related events; reduce the amount of marketing-related promotional material (swag) purchased in the units</p> <p>Savings Estimate: \$254,000 (16.5% reduction from FY14 levels)</p>	<p>Decision: <b>Implement</b></p> <p>Responsible Party: UAF units with oversight by the UAF Events Committee</p> <p>Timeline: During FY16</p>
2. Maintain a single, annual UAF subscription for e-tools such as MailChimp and Cvent that is available across campus for all units to use as needed for event organization	<p>Decision: <b>Implement</b></p> <p>Responsible Party: Marketing &amp; Communications (M&amp;C)</p> <p>Timeline: During FY16</p>
3. Promote alignment/collaboration between Central M&C and PIOs/M&C-related activities in the units; hiring of unit PIOs should involve an M&C representative/experienced PIO and job descriptions must require standardized PIO skill sets. All	<p>Decision: <b>Implement with modifications*</b></p> <p>Responsible Parties: Human Resources, Deans/Directors, Unit PIOs, Central M&amp;C</p>

<p>unit PIOs should prepare an annual M&amp;C plan in conjunction with their Dean/Director and central M&amp;C</p>	<p>Timeline: During FY16</p> <p>*Some unit PIOs are not full-time and have a variety of other responsibilities. This idea can't be fully implemented in all of those situations.</p>
<p>4. Implement a shared services model to improve consistent M&amp;C service across UAF units; communication pods/hubs of specialists may be an optimal model to provide all units on campus with a team of communications professionals to meet needs in public and media relations, writing, web design and social media, graphic design and event planning - this structure is scalable and can contract and expand as needed</p>	<p>Decision: <b>Implement with modifications*</b></p> <p>Responsible Party: Vice Chancellors and Provost</p> <p>Timeline: FY16 - must test this model and implement if successful</p>
<p><b>Revenue Opportunities</b></p>	
<p>1. Students and Tuition:</p> <p>a. Annual tuition rate increase (no less than 3%) Revenue Potential: \$1 million annually, dependent on enrollment</p> <p>b. Utilize differential tuition in high demand programs Revenue Potential: \$500,000</p>	<p>Decision: <b>Implement</b></p> <p>Responsible Party: Provost/BOR and CTC Dean</p> <p>Timeline: Evaluate and submit proposals annually for the annual rate increase, and as appropriate for differential tuition, recognizing that current UA regulation tightly restricts implementation.</p>
<p>2. Improve student retention (20% increase)</p> <p>Revenue Potential: \$200,000</p>	<p>Decision: <b>Implement*</b></p> <p>Responsible Party: Provost, AVC USA, and Dean of General Studies</p> <p>Timeline: FY16-FY18</p> <p>*There appears to be more revenue potential in improving retention of upper division students; freshman baccalaureate student retention is already equal or better than peers.</p>
<p>3. Increase Research and Intellectual Property:</p> <p>a. Expand corporate funded research and develop standard contracts (increase contracts by 5 percent) Revenue Potential: \$550,000</p> <p>b. Increase collaboration with private industry Revenue Potential: \$500,000</p> <p>c. Establish a donor advised fund and an internal investment revolving fund</p>	<p>Decision: <b>Implement</b></p> <p>Responsible Party: VCR, VCAS, Director of Development, AVC Financial Services, AVC Research, Director of M&amp;C, Director of ACUSI</p> <p>Timeline: FY16-FY18</p>

Revenue Potential: \$1.1 million	
4. Maximize ICR distribution to UAF; reduce the distribution made to the UA System Office, as services as reduced  Revenue Potential: \$1,000,000, depending on new model	Decision: <b>Implement</b>  Responsible Party: VCR and VCAS with Summit Team  Timeline: FY16; prior to August 2015
5. Increase Development/Fundraising efforts/campaigns:  a. Sell naming rights to programs, etc. Revenue Potential: \$200,000  b. Increase UAF fundraising events  Revenue Potential: \$75,000	Decision: <b>Implement with modifications*</b>  Responsible Party: Director of Development and Director of M&C  Timeline: ASAP/FY16  *The number of fundraising events should be optimized in terms of cost/benefit. At most universities, naming rights for programs are priced much higher than \$200,000. Consider that a named endowed chair is over \$2M even at UA.
6. Encourage student payment plans (10 new students/year)  Revenue Potential: \$50,000	Decision: <b>Implement</b>  Responsible Party: AVC Financial Services and AVC USA  Timeline: During FY16
7. Adopt a culture where every UAF employee is a recruiter; set a target to reach out to 10 potentially new students per year  Revenue Potential: \$10,000 for every new student	Decision: <b>Implement</b>  Responsible Party: Provost, Dean of General Studies, and AVC USA  Timeline: Begin Spring Semester 2016
8. Establish an auxiliary business corporation for appropriate UAF functions  Revenue Potential: \$500,000	Decision: <b>Implement</b>  Responsible Party: AVC Financial Svcs and AVC USA  Timeline: FY16-FY17
9. Create gift certificates for tuition and fee payments; family and friends may want to purchase tuition/fee dollars to support a student at UAF  Revenue Potential: \$100,000	Decision: <b>Implement</b>  Responsible Party: VCAS and AVC USA  Timeline: Prior to Spring Semester 2016
10. Consolidate system-wide offices/services (reduce FTEs)	Decision: <b>Implement</b>

Revenue Potential: \$200,000 at the UA System Office, annually	Responsible Party: AVC Research, Director of OMB as part of SW Transformation Team  Timeline: FY16 - FY17
11. Outsource Student Health and Counseling as a cost savings concept  Revenue Potential: \$350,000	Decision: <b>Implement*</b>  Responsible Party: VCUSA  Timeline: Select vendor in FY16 with service provision to start in FY17  *An accurate cost/benefit needs to be established early in the process.

## UAF Program & Service Impacts as a Result of FY16 Budget Reductions

---

### Executive Summary

State of Alaska general funds made up over 40 percent of the UAF total budget in fiscal year 2015 (FY15: July 2014 - June 2015). The remaining 60 percent of UAF's budget was earned through other sources such as externally funded research activity, student tuition and fees, and auxiliary activities.

Given the proportion of UAF's budget made up of state general funds, lack of inflation proofing in state appropriations combined with large reductions have sizeable impacts on UAF. Due to declining state revenues, the state budget has been decreasing in size the last several years, and appropriations to UAF went from flat (without inflation proofing), to reduced. UAF is in third year of reductions in state funding.

UAF's budget gap in FY14 was \$8.5 million. In FY15 the gap increased to \$14 million. During the first part of FY15, UAF worked to prepare for another budget gap in FY16 at an estimated \$14 million level. However, due to the drop in the price of oil, the state made reductions at a much greater level for FY16 than initially anticipated. For the UA System, the total reduction amount is \$31.4 million, excluding a one-time increment for compensation (compensation increases are usually funded as an ongoing commitment). UAF will shoulder approximately 42 percent of this total reduction amount, equivalent to \$13.1 million before compensation and other incremental adjustments. This reduction, in combination with other UAF-specific fixed costs, debt service requirements, and compensation increases that must be maintained in future years, results in a total estimated impact of \$20 million across the UAF campus including rural campus allocations.

UAF will be a smaller institution in the coming years, but is committed to continuing to offer quality programs and services to the benefit of Alaskans. Therefore, significant effort was spent this last year in assessing program alignment with UAF priorities - there were several committees looking at [special academic program reviews](#) and nonacademic program reviews. A committee was also assigned to consider options for generating new revenue.

UAF-wide, spending reductions in FY16 will amount to approximately 11 percent of UAF's state revenue and more than 7 percent of all unrestricted funds. UAF has enlisted a variety of strategies to reduce spending, including, leadership furloughs and budget reduction options implemented by each vice chancellor and unit (school/college/institute) leadership. It is important to note, however, that the percentage that each unit and their departments will cut varies across campus. UAF leadership has worked closely with deans/directors and budget/special review committees to allow for those closest to the programs and services to assist in making strategic decisions with respect to changes. In an effort to preserve academic program quality and continue research efforts (which are both revenue drivers in addition to areas of excellence), services that are support and/or administrative in nature have been reduced to a greater degree than academic and research areas. Impacts of these leadership decisions are listed in detail in the body of the document.

### UAF Employee Headcount Trends by Type - Spring 2013 to Spring 2015

Personnel costs are UAF's largest expense. Therefore, every unit is delaying or permanently reducing faculty and staff to create savings for use within the fiscal year or to meet reduction targets. UAF takes an annual staffing snapshot in April of each year in order to analyze trends, those listed below focus on employee headcount.

Employment Type	Headcount			2013 to 2015		2014 to 2015	
	Spring 2013	Spring 2014	Spring 2015	Percent Change	Headcount Change	Percent Change	Headcount Change
Regular	2,233	2,232	2,115	-5.3%	(118)	-5.2%	(117)
Temporary Staff, Adjuncts & Students	2,061	2,010	1,974	-4.2%	(87)	-1.8%	(36)
<b>Total UAF</b>	<b>4,294</b>	<b>4,242</b>	<b>4,089</b>	<b>-4.8%</b>	<b>(205)</b>	<b>-3.6%</b>	<b>(153)</b>

Overall, all employee categories experienced a decrease over three consecutive annual snapshots. Initially the rate of decline was slower on the regular (benefited) employee category, impacting temporary employee types first; but over time, all categories have been reduced.

- Regular and Term Regular employee headcounts have decreased by just over 5 percent per year for the last three years, resulting in over 100 fewer employees. These types of positions generally create the largest savings because these include benefited (fringe and leave benefited) employees. This trend may likely continue and accelerate in future years due to the budget climate.
- Temporary staff, adjuncts and students decreased by approximately 2 percent each year for three years. This category of employee typically results in less significant savings since these are not benefited employees. However, decreases in this group may result in savings that can be realized more quickly, since ceasing contract renewals is a relatively prompt/immediate action.
- Regular employees may have reduced contract lengths (i.e. contracts to work 11 months instead of 12 months) and could be something to measure moving forward. If headcount numbers do not decrease significantly in future years as we might expect, salary savings may exist as a result of contract reductions.

## Comprehensive Summary by Major Organizational Area

Each vice chancellor was provided a reduction target effective in FY16. Reduction percentages are listed as a proportion of general fund (GF) support; however a combination of GF and other unrestricted sources (Fund 1) were used:

Vice Chancellor	FY16	
	% GF	Impact
Provost	11.4%	\$ 7,700,000
VCAS/Cental Accounts	13.5%	\$ 5,100,000
VCRCNE	11.7%	\$ 2,400,000
VC Research	13.3%	\$ 2,100,000
VC USA	13.8%	\$ 1,800,000
OIT	13.2%	\$ 482,000
Chancellor	17.3%	\$ 363,000
<b>Total</b>		<b>\$ 19,945,000</b>

Impacts of these unit decisions are listed beginning on the next page.



## Provost Area - Academic Units and eLearning: \$7.7 million

Brief Description of Reduction	Impacts
1. Staff and faculty reductions: 68.5 total FTE; approx. 20 are via layoff/non-retention and the remaining 48.5 are vacant positions that will not be refilled; many staff positions eliminated have an administrative support focus; a broad range of faculty positions will remain unfilled	<ul style="list-style-type: none"> <li>• Timeliness of response to students and other employees in some areas; there will be an effort to offset reductions by implementing process improvements/improving efficiency</li> <li>• Fewer elective courses taught, less frequent offerings of required courses (e.g. twice per year to once per year) which will impact time to degree, and a shift to term faculty in some disciplines may result in a reduction of research capacity in those fields</li> </ul>
2. Eliminating 17 Teaching Assistantships (TAs) and adjunct faculty reductions	<ul style="list-style-type: none"> <li>• Reduction in the number of laboratory and freshman-level general education requirement course sections offered; approx. 40 sections</li> <li>• Decreased graduate enrollment in some programs</li> </ul>
3. Reductions to retention programs: First-Year Experience classes, supplemental instruction, Math Bridge	<ul style="list-style-type: none"> <li>• Potential for decreased student retention; there will be an effort to mitigate by reducing programs that are less cost-effective</li> </ul>
4. Eliminating Department Chair summer contracts	<ul style="list-style-type: none"> <li>• Summer advising for students will be less available in some departments with an effort to offset this reduction by providing services in the Advising Center</li> </ul>
5. Reductions to K-12 outreach: Alaska Summer Research Academy (ASRA), Geography Outreach	<ul style="list-style-type: none"> <li>• ASRA has reduced programs so that it can operate via other revenues in self-support capacity (e.g. grants/student fees)</li> <li>• Geography Outreach has ended</li> <li>• Reduces future student recruiting opportunities; community support for UAF will be reduced</li> </ul>
6. Reductions to research and creative activity support for faculty, graduate and undergraduate students: College of Liberal Arts (CLA), Institute of Northern Engineering (INE), School of Natural Resources and Extension (SNRE), graduate research	<ul style="list-style-type: none"> <li>• CLA Collaboration in the Arts program and undergraduate research funding ended</li> <li>• INE research funding reduced</li> <li>• Reindeer Research program reduced</li> <li>• Graduate student research funding via Center for Global Change and Arctic System Research reduced</li> <li>• Reduced retention for faculty and students</li> <li>• Some applied research (e.g. energy) reduced</li> </ul>
7. UA Press non-designated general fund eliminated; working toward self-support	<ul style="list-style-type: none"> <li>• Fewer books published increases risk of reduced revenue and failure; will reduce publication of unsupported scholarly works vs. more popular titles (e.g. field guides)</li> </ul>
8. Facility closure, consolidation and/or repurposing: Large Animal Research Station (LARS), Palmer Farm, Fairbanks Farm, additional facilities as required (TBN)	<ul style="list-style-type: none"> <li>• Large animal care consolidated at LARS</li> <li>• Palmer Farm repurposed to outreach center; Fairbanks Farm repurposed to outreach (via Georgeson Botanical Garden)</li> <li>• Reduced research capacity in several fields, particularly agriculture and related</li> </ul>
9. Academic program suspensions, will lead to elimination after teachout: see <a href="#">memo</a> and full <a href="#">program list</a> - in addition the Mineral Preparation Engineering MS has been added	<ul style="list-style-type: none"> <li>• Major program revisions and mergers</li> <li>• Fewer degree choices for prospective students, will lead to some impact on recruitment for students with specific degree goals</li> </ul>



10. Moved eLearning operations and staff onto the Fairbanks Campus, eliminating an off-campus lease obligation

- This move created savings for use in other critical areas at UAF and will promote a closer relationship between eLearning services and campus customers
- Increases availability of instructional design services to Fairbanks faculty members, increasing opportunities for collaboration
- This operation has high revenue potential; UAF intends to continue to grow enrollment in eLearning programs and is making strides to increase the number of fully online degree offerings to meet increasing student demand

## Administrative Services: \$3.4 million and Centrally Managed Accounts: \$1.7 million

Brief Description of Reduction	Impacts
1. Vice Chancellor's Office: consolidated 1 senior executive position	<ul style="list-style-type: none"> <li>• Consolidated the VC Administrative Services position with the Chancellor's Office/Executive Officer resulting in a savings of 1 FTE split between the two areas</li> </ul>
2. Human Resources (HR): 2 vacant positions will remain unfilled, 1 staff position eliminated via layoff, incorporating Career Services into HR (transition from USA), provision of in-person training reduced, may explore shared services with UA System HR offices where possible	<ul style="list-style-type: none"> <li>• A reduction in administrative/front-desk support will impact in-person customer service for walk-ins and may increase wait time; will rely on existing staff/consultants to cover, which reduces the time consultants can spend working on or pre-empting employee complaints</li> <li>• Training Coordinator position eliminated, reducing support for this function; in-person training for supervisors/bullying will be reduced as online options for fulfilling training requirements may be increased</li> <li>• Holding a vacant Director/Deputy position limits the expertise available for high priority HR issues; team management approach utilizing consultant expertise will be explored for part of FY16</li> <li>• The reorganization of Career Services will bring a transfer of resources, services are expected to be in place by the fall timeframe</li> <li>• Exploring options to combine or manage operations from UA HR, although some level of additional resources will be required to take on additional work; leveraging UAF campus economies of scale may be possible</li> <li>• Monitoring Title IX and other Federal mandates that put a high degree of demand on HR services; monitoring out-of-state employees and tax compliance, as well as the size of the UAF workforce and its impact on benefit rates (a reduced workforce may dictate higher UA benefit rates)</li> </ul>
3. Grants and Contracts Administration (OGCA): 2 vacant positions will remain unfilled, staff furlough options	<ul style="list-style-type: none"> <li>• Maintaining a vacant electronic research specialist and a special projects coordinator will impact the ability to move grants management processes into an electronic format, slowing process efficiencies although this will still remain a priority for the office</li> <li>• Monitoring invoices/sponsored award billing will be slowed; sponsored award close out will be slowed - risk must be mitigated if old awards are open or billing processes are slowed, as this is a revenue stream for UAF</li> <li>• May rotate furlough days among OGCA staff to maintain adequate office service hours</li> </ul>

<p>4. Procurement and Contract Services (P&amp;CS): reduction and consolidation of staff positions, less focus on strategic sourcing and more focus on transactional procurement business needs, reduced training for staff, may work with UA System Office to reconfigure duties of UA Chief Procurement Officer to UAF</p>	<ul style="list-style-type: none"> <li>• Consolidating 2 departing temporary positions and refilling 1 will shift responsibilities to existing staff, this will require longer hours to complete heavy workloads; professional development training will also be reduced</li> <li>• Focus on transactional procurement will keep up with the pace of business requests, but reduces the ability to analyze the institution's procurement expenditures and identify areas where there is enough volume to establish longer term contracts (eliminating individual requisitions); this costs UAF from an efficiently perspective and impacts the prices paid for items, it also hinders other process improvement efforts</li> <li>• UAF has the professional experience and institutional knowledge to take on Chief Procurement Officer duties, but will require a portion of the UA resources to effectively make this shift possible - procurement at the System level already makes up approximately 20 percent of the UAF P&amp;CS workload; this transition would allow for partial savings at the System Office, would allow for improved career ladders within UAF P&amp;CS and align the oversight responsibilities with the office currently performing at a high level to complete this work</li> </ul>
<p>5. Facilities Services (FS): reduction of 7 full-time staff and 14 student employees, fewer funds spent hiring contractors to do large maintenance projects, shuttle service reductions, change in the model for USPS post office services, reduced community event support, limited lawn maintenance and slowed response to non-emergency maintenance items</p>	<ul style="list-style-type: none"> <li>• A reduction in staff will limit some services, however, FS will focus on keeping the buildings clean, clearing snow for pedestrians (especially in ADA areas/ramps), completing preventative maintenance and responding to emergency maintenance callouts</li> <li>• Summer shuttle service is reduced from 4 routes (during the academic year) to 1.5; drivers are also reduced to 1.5 FTE (from 7) to match available routes; ADA on-call shuttle service is maintained year-round</li> <li>• The retail post office will close in October and a postal kiosk will be installed so customers can purchase stamps, mail letters and small/medium packages; post office boxes will remain and package pick-up boxes will be installed; there will be limited large parcel pick-up windows and customer service options, resulting in 2 staff position layoffs</li> <li>• Fewer student jobs maintaining lawns, flower beds and slower clearing of pedestrian pathways; ADA areas will be maintained</li> <li>• Fewer large maintenance repair projects via external contractors, resulting in more reactive maintenance, a general reduction in facility quality and a rise in deferred maintenance (already a UAF backlog); slowed response to non-emergency maintenance and grounds problems</li> <li>• Reduced public event support, e.g. the Midnight Sun Run, Sparktacular and other large-scale events that require campus attention/management will be impacted</li> </ul>
<p>6. Land Management: eliminated 1 staff position shifting greater responsibility to the UA System Office and Facilities Services; reduced analyses with focus on campus long-term interests and strategy</p>	<ul style="list-style-type: none"> <li>• Eliminating 1 highly skilled staff position (shifting advisory duties to reduced/contracted work) will impact UAF's ability to conduct regular analyses regarding facility or land investment options (lease vs. buy), and fully evaluate acquisitions (promoting effectiveness)</li> <li>• Facilities assessments will not be completed consistently, reducing protection for campus interests and strategy; greater reliance on UA System offices and Facilities Services in a highly-specialized area</li> <li>• This area has potential for revenue as well as risk if not managed properly with a high degree of knowledge in land and facility management and permitting; revenue generation is currently stalled across UA</li> </ul>

<p>7. Financial Services: 4.5 vacant staff positions will remain unfilled, may consider reduced contracts for employees or limited furloughs, discontinued printing services operations, slowed processing response in various areas, considering outsourcing options, focus on supporting units with fewer available staff/resources</p>	<ul style="list-style-type: none"> <li>• A reduction of 2.5 staff in the Office of Finance and Accounting (OFA) may increase time for accounts payable activities/vendor payments; pursuing a move to electronic processes to expedite payment/reduce manual services</li> <li>• External auditors may experience delayed response, but will continue to meet reporting deadlines; a focus on prevention of compliance risks including legal/Federal obligations is expected</li> <li>• Maintaining level of service in travel will require holding units to a higher standard for submission of travel plans/reimbursement requests; goal is to shift to an audit approach for processing vs. individual review</li> <li>• Management report intervals are reduced from 8 reports/year to 4; improved reporting tools have assisted this efficiency</li> <li>• A focus on payment card industry (PCI) compliance will remain paramount</li> <li>• A reduction of 2 staff and shorter employee contracts in the Bursar's Office will result in longer lines for student service/payment and staggered front-counter office support; increasing online payment options to help streamline services; exploring "one-card" solutions for student payments/accounts and improvements to student refund processes via a process improvement team</li> <li>• Cross-training Bursar's Office employees to create a "one-stop" concept</li> <li>• Increased parking meter and student transportation fees but held decal costs consistent; moved parking enforcement to the PD CSOs</li> <li>• Auxiliary contracts and new operational models are being explored; there is generally a greater level of demand on student life related services, e.g. dining and bookstore options; emphasis on partnerships will continue to increase in order to enhance UAF facilities that house these services</li> </ul>
<p>8. Office of Management &amp; Budget (OMB): reduced student support, reduced printing of large-scale reports moving to online options, reduced/rotated staff development travel with focus on certification travel only where required</p>	<ul style="list-style-type: none"> <li>• The Office of Management and Budget (OMB) will remain focused on supporting units with lower staffing levels as a result of the shrinking budget and will work to produce information in a cost-effective format for wide distribution</li> <li>• Reporting requirements and special program reviews have increased substantially in order to provide leadership with data/information with which to make decisions; reduced employee contracts or furlough options will be explored as needed</li> <li>• Process improvement initiatives are critical, especially in this climate, and must be implemented where possible to help alleviate reduction impacts - increased effort and leadership support in this area is needed</li> </ul>
<p>9. Police Department (PD): eliminated 1 officer and partnered with UFD for fiscal support, reduced 1 vehicle in fleet, reduced public event support on campus</p>	<ul style="list-style-type: none"> <li>• Reduced 1 commissioned officer position, shifting work to remaining officers; this maintains 24x7 coverage, but is the minimal number of staff to perform at this level of service while also maintaining dispatch after-hours services and the community service officer (CSO) student officer program</li> <li>• Sharing fiscal support with UFD</li> <li>• Consolidated vehicle fleet from 4 to 3</li> <li>• Reduced public event support, e.g. the Midnight Sun Run, Sparktacular and other large-scale events that require campus attention/management will be impacted</li> </ul>

<p>10. University Fire Department (UFD): eliminated 1 administrative staff position and 1 student position will remain unfilled, reduced training, monitoring use of overtime, holding plans to pursue the new Fire Training Center (BOR approved), greater reliance on FNSB, emergency management plans will have reduced focus</p>	<ul style="list-style-type: none"> <li>• Reduced dedicated administrative support and has partnered with VC Admin. Services office for coverage, as well as the Police Department for fiscal management shifting workload to partnered units</li> <li>• Fire Marshal is able to provide less public education regarding fire safety which may increase risk in compliance areas/OSHA enforcement or actions; fewer local training options</li> <li>• Monitoring overtime of shift workers and eliminated internal staff meetings which will impact effectiveness; may increase reliance on the Fairbanks North Star Borough (FNSB) for operational services/support</li> <li>• Assumed management of life safety devices such as Automated External Defibrillators (AEDs) and department emergency action plans (DEAPs); emergency action plans and hazard plans will consume more resources but may not have the focus it needs to be most successful, training on AEDs will also be limited</li> <li>• Holding on BOR approved plans to pursue a replacement facility and training center (part of the 10-year capital plan with FNSB support)</li> </ul>
<p>11. Environmental Health and Safety/Risk Management: reduced 2.5 staff positions, limited focus on training activities, eliminate training incentive program, reduce UAF spikies and ergonomics program</p>	<ul style="list-style-type: none"> <li>• Reduced administrative support will result in higher likelihood of phone menu options vs. in-person customer service; reduced risk management support will slow response time for insurance requests from external entities and impact timeliness for campus events risk assessment</li> <li>• Reduced industrial hygiene support will shift work to the remaining industrial hygienist and will reduce timely response to research areas and labs; researchers will be encouraged to pre-plan for chemical response and training in order to avoid emergency situations; hazardous material shipping will be slower if not pre-planned</li> <li>• Campus-wide fines may apply if risk is not adequately mitigated</li> <li>• More difficult to support research efforts/needs</li> <li>• Reduced reporting on training will occur; reduction in personnel hours on safety is also expected due to staff reduction which is unfortunate due to recent strides made to build a “culture of safety”; safety incentive program may be reduced due to budget cuts; in-person training options will be reduced, moving to online options; lack of budget for travel may impact rural campus locations heavily</li> <li>• Spikies (ice cleat) program will be remodeled or reduced; as a result UAF may see an increase in slips/trips/falls reported over time</li> <li>• Ergonomics program staff will be maintained, but customer service will be diminished</li> </ul>
<p>12. Centrally Managed Accounts: utilities expenditure reduction, reduced tuition receipts distribution, working with the UA System Office to reduce the number and amount of “charge-back” services</p>	<ul style="list-style-type: none"> <li>• A reduction in recharge center expenditures (resulting in lower utilities rates) in combination with reduced utilities support/power usage for high performance computers will contribute over \$1 million in savings</li> <li>• A reduced tuition receipts distribution to units will decrease the amount of student aid/scholarships available, often used to support Teaching Assistantships (TAs); however, this lessens a long-standing deficit in this area and brings central accounts closer to a break-even model for revenue vs. expenditures</li> <li>• Working with the UA System Office to reduce expenditures for services that the universities are charged for (e.g. video conferencing, risk management), reducing costs for all campus customers</li> </ul>

## Rural, Community and Native Education: \$2.4 million

Brief Description of Reduction	Impacts
1. Bristol Bay Campus: leadership furlough, unfilled faculty vacancy and movement of 1 staff position to non-state funding	<ul style="list-style-type: none"> <li>• Mandatory leadership furlough</li> <li>• Retiring general studies faculty will remain unfilled, limiting student support in this area</li> </ul>
2. Chukchi Campus: 2 vacant staff positions will remain unfilled	<ul style="list-style-type: none"> <li>• Administrative and fiscal support positions will remain unfilled</li> </ul>
3. Interior Alaska Campus: leadership furlough, unfilled faculty vacancy and movement of 1 staff position to non-state funding, operational reductions in various areas	<ul style="list-style-type: none"> <li>• Mandatory leadership furlough</li> <li>• Vacant Human Services faculty position will remain unfilled, limiting student support in that area</li> <li>• Operational reductions in travel, contractual services and commodities</li> <li>• Closed the Galena Learning Center</li> </ul>
4. Kuskokwim Campus: leadership furlough, 1 unfilled staff vacancy, 2 unfilled faculty vacancies, 3 employee contract reductions, movement of 3 staff positions to non-state funding, operational reductions in various areas	<ul style="list-style-type: none"> <li>• Mandatory leadership furlough</li> <li>• Vacant Yup'ik Language and Developmental Studies faculty positions will remain unfilled, limiting student support in those areas</li> <li>• Vacant administrative support position will remain unfilled and some remaining staff positions will work a reduced employment contract</li> <li>• Operational reductions in travel, contractual services and commodities</li> </ul>
5. Northwest Campus: leadership furlough, 2 unfilled staff vacancies, operational reductions in various areas	<ul style="list-style-type: none"> <li>• Mandatory leadership furlough</li> <li>• Vacant administrative support and library technician position will remain unfilled</li> <li>• Operational reductions in travel, contractual services and commodities</li> </ul>
6. Rural College: leadership furloughs, 2 unfilled staff vacancies, reduced adjunct and temporary positions, movement of 1 staff to non-state funding, operational reductions in various areas	<ul style="list-style-type: none"> <li>• Mandatory leadership furlough</li> <li>• Vacant administrative manager and associate dean positions will remain unfilled; adjuncts and temporary positions will be reduced</li> <li>• Operational reductions in travel, contractual services and commodities</li> </ul>
7. Community and Technical College: leadership furloughs, 3 unfilled faculty vacancies, operational reductions in various areas	<ul style="list-style-type: none"> <li>• Mandatory leadership furloughs</li> <li>• Vacant faculty positions in Developmental Math, Dental Hygiene and Paramedicine will remain unfilled, reducing support in those areas</li> <li>• Operational reductions in contractual services and commodities</li> </ul>



## Research Area - Institutes: \$2.1 million

Brief Description of Reduction	Impacts
1. School of Fisheries & Ocean Sciences (SFOS): faculty and staff reductions via layoffs and unfilled vacancies	<ul style="list-style-type: none"> <li>• Reduced research faculty and administrative support staff resulting in less on-site maintenance support in Seward, reduced administrative support in Kodiak, reduced online/web and public communications and reduced Marine Advisory Program faculty outreach effort</li> <li>• Reduced indirect cost recovery (ICR) revenue as a result of unfilled research faculty positions impacting the ability to conduct research important to the state</li> <li>• Reduced research, fewer outreach products/events and fewer interactions between research and education</li> </ul>
2. International Arctic Research Center (IARC): faculty non-renewals and staff reductions	<ul style="list-style-type: none"> <li>• Reduction of logistics support capacity for Arctic field research by IARC faculty and collaborators at UAF and with foreign partner institutions; including reduced outreach material production for national and international audiences</li> <li>• Reduced support in the Center for Global Change impacting graduate student research support, cross-campus communication of research presentations, courses and related information</li> <li>• Discontinued research support for methane degassing of the Siberian seas, which had received international attention</li> </ul>
3. Institute of Arctic Biology (IAB): unfilled faculty vacancies in key teaching and research areas	<ul style="list-style-type: none"> <li>• Of 6 key faculty/research positions vacated; IAB will likely only fill 1, potentially in the wildlife management/nutritional physiology program</li> <li>• Research and graduate training will be reduced in microbiology/infectious disease, genetics and bioinformatics and organismal biology/climate change; adjuncts will be hired for several courses</li> </ul>
4. Animal Resources Center (ARC): unfilled faculty vacancies, reduction in faculty support for pilot studies, reduced experiential learning opportunities for students, loss of animal research animals	<ul style="list-style-type: none"> <li>• Reduced faculty support for research and experiential learning opportunities for students; reductions impact UAF's ability to seek research funding, particularly in biomedical areas, and impacts reputation</li> <li>• Loss of research animals directly impacts field research and limits the ability to adequately train researchers</li> <li>• Pilot studies help launch careers for new researchers, this may diminish opportunities</li> <li>• Must continue to manage risk associated with non-compliance with Animal Welfare Regulations and Public Health Service Policy with reduced resources</li> </ul>
5. Geophysical Institute (GI): reduced 5 staff positions via layoffs, reduced the ability for faculty to rely on general fund support, will continue to hold vacant positions open 90-days, reduced operating costs in various areas between 10-20 percent	<ul style="list-style-type: none"> <li>• Operational reductions: Mather Library subscription services, contractual services and commodities budget lines by 10 percent each, travel costs by 20 percent</li> <li>• Replaced energy inefficient high performance computing systems with greener/energy efficient systems</li> <li>• Improved business processes via use of electronic document management (implemented DocuSign)</li> <li>• Encouraging increased proposal submission of new faculty through early engagement with Office of Proposal Development (OPD) for guidance/minimized barriers</li> <li>• Increased campus-wide use of the GI Machine and Electronic Shops (recharge centers) to minimize general fund subsidies</li> <li>• Will continue to hold vacant positions/manage fund balances; will eliminate 3-4 more positions as needed through attrition in FY17</li> </ul>

## University and Student Advancement – Student Services: \$1.8 million

Brief Description of Reduction	Impacts
1. Athletics, including a change in the tuition allocation: eliminated 1 pre-season tournament competition - analyzing whether to eliminate 1 or more future tournaments, decreased student athlete scholarship thresholds, reduced 1 staff contract from 12 to 11 months, and reduced operating and recruitment costs in various areas	<ul style="list-style-type: none"> <li>• Eliminating pre-season play reduces the opportunities for student athletes and coaches to prepare for regular season in-conference competition; reducing the number of games played per season will have long-term, adverse impacts on recruiting and remaining competitive</li> <li>• Further participation in pre-season events will be considered only if UAF can create revenue to cover all costs through external resources</li> <li>• Reductions in direct student financial aid support for student athletes may result in UAF becoming less attractive to prospective or continuing student athletes. Student athletes and coaches will be vulnerable to recruitment pressures.</li> <li>• Student scholarship support is allocated directly to schools and colleges; reductions to scholarships will result in corresponding reductions in the student aid distribution to schools and colleges</li> <li>• Significant reductions in recruitment, travel budgets and sports commodities will impact the level at which UAF can recruit and retain new and highly skilled students (academically and athletically) from across the lower-48 and Canada, will limit the ability to travel to recruit, run clinics or commit to team competitive travel schedules; ultimately this may force smaller squads which will limit the ability for the UAF teams to remain competitive</li> <li>• The actions listed above require a critical evaluation of UAF's ability to further support the program in its current composition</li> </ul>
2. Dean of Students Office: eliminated Associate Vice Chancellor (AVC) position (with reclassification) and consolidated within other University and Student Advancement areas	<ul style="list-style-type: none"> <li>• Refocused the reclassified staff position (AVC to Dean of Students) to address judicial and Title IX compliance matters; former areas of supervision (WC, Health and Counseling, Residence Life, Disability Services) have been consolidated under remaining AVC for University and Student Advancement and the USA Executive Officer</li> <li>• Diminishes ability to proactively address student judicial or Title IX issues or hire a part-time case worker</li> </ul>
3. Development and Alumni Relations: 1 vacant staff position remains unfilled and 1 staff moved from a full-time to part-time contract, delayed start date of 2 staff positions and modified philanthropic events to create operational savings	<ul style="list-style-type: none"> <li>• Centennial, development and alumni relations event responsibilities were reassigned to existing staff as a result of the unfilled Events Specialist position, which will result in less time spent on direct fundraising</li> <li>• Moved fiscal support to part-time with a plan to engage in a shared services model with the Office of the USA Vice Chancellor in FY17, fully eliminating the position</li> <li>• Delayed the start date of the major gift officer and stewardship positions</li> <li>• Consolidated the Usibelli Award and donor celebration event, reduced the reunion event from dinner gala celebration to business luncheon; will reduce other large events to match current level of staff support</li> </ul>
4. Disability Services: Federally mandated services require additional support; may consider new funding options to create a sustainable model for operations	<ul style="list-style-type: none"> <li>• Federally mandated accommodation and disability requirements require support regardless of budgetary constraints; current trends in this area show an increase student need for support/accommodation which has been addressed through USA resource reallocation, but is not a sustainable model for operations/erodes capacity for services throughout the division</li> <li>• Exploring other operational models such as a shared services framework, fee based approach, or shared cost model.</li> </ul>

<p>5. Department of Recreation and Wellness (DRAW): reduce the number of climbing wall competitions and outdoor adventure trips, reduce student employees and hire new staff on 10 month contracts rather than full-time, eliminate new equipment purchases/trip consumables</p>	<ul style="list-style-type: none"> <li>• The DRAW program is supported by revenue-generating activities to a large degree via SRC memberships, facility rentals, terrain park admission, private giving and climbing wall/summer program fees</li> <li>• Replace retired building supervisor position with 10 month employee; existing DRAW staff will absorb building and program responsibilities</li> <li>• As equipment ages it will be removed from circulation, impacting the types of trips and programs that can be offered over time</li> <li>• Limited climbing wall competitions and summer programs/adventure trips will impact student activity and community engagement unless this activity can be modeled as self-support</li> </ul>
<p>6. Financial Aid: 1 staff vacancy will remain unfilled</p>	<ul style="list-style-type: none"> <li>• Maintaining a vacant office manager/loan certification position will shift existing duties to other staff; service levels and response time for parent and student inquiries may decrease</li> <li>• The office may need to close its customer service window at certain times in order to meet Federally-mandated reporting demands</li> </ul>
<p>7. Health and Counseling: 1 staff vacancy will remain unfilled, increase prices for prescription medications/immunizations/flu shots for staff and faculty, utilize fee revenues to cover shortfalls rather than increasing services</p>	<ul style="list-style-type: none"> <li>• Eliminating an Advance Nurse Practitioner position will reduce health care services to students and shift workloads to remaining health care providers</li> <li>• Increasing prices for common immunizations or related services will impact staff and faculty customers</li> <li>• Using fee revenues to maintain the existing level of service will limit new service delivery, proactive programming for residence life, campus awareness and education initiatives</li> </ul>
<p>8. International Programs and Initiatives: reorganization and strategic refocus on increasing the number of students participating in national and international exchange programs</p>	<ul style="list-style-type: none"> <li>• Reallocation of funds from non-resident tuition revenues in order to maintain the current level of staffing and promote recently implemented initiatives such as the Brazilian Scientific Mobility Program (BSMP)</li> </ul>
<p>9. KUAC: 1 vacant staff position will remain unfilled, eliminate 1 student position, eliminate memberships, cancel/reduce equipment upgrades and modernization</p>	<ul style="list-style-type: none"> <li>• Reduction of 1 full-time FM news reporter will impact KUAC's ability to cover local, state and university-related news and issues of interest to the Fairbanks community</li> <li>• Eliminating the Associated Press (AP) membership and Alaska Public Radio Network (APRN) membership will eliminate the AP feeds and statewide news that enhance service to KUAC listening areas</li> <li>• Eliminating modernization of existing equipment will risk further costly breakdowns of older equipment; this risk will require management to make critical decisions regarding equipment upgrades and maintenance that may impact programming quality and/or availability</li> <li>• Continuing efforts to increase public and private giving/support</li> </ul>
<p>10. Marketing and Communications (M&amp;C): reduction of 2 staff positions via layoff, contract reductions for all employees, shared services models in partnership with UAF units</p>	<ul style="list-style-type: none"> <li>• Elimination of the digital communications manager will impact UAF's state, national and international outreach/marketing strategy; the ability to respond to fast-paced and constantly changing digital communications will be significantly reduced</li> <li>• Elimination of an administrative support position will shift duties to existing staff</li> <li>• All employees will migrate to reduced employment contracts</li> <li>• M&amp;C will explore shared service delivery in partnership with UAF units; reductions in marketing and event expenses will be recognized across the UAF-campus and not solely within M&amp;C</li> </ul>



<p>11. Office of Registrar and Admissions (OAR): reduce hard copy publications, eliminate professional development travel, and implement employee contract reductions</p>	<ul style="list-style-type: none"> <li>• Reduced hard copy publications to prospective students will move communications online although some students may be dissatisfied without the availability of printed materials</li> <li>• Reduced professional development travel will decrease staff education opportunities; however OAR will work to maintain training/certification where required or for compliance areas</li> <li>• Implement employee (volunteer or non-volunteer) contract reductions; this may result in an adverse impact to UAF's ability to attract, enroll and support students</li> </ul>
<p>12. Residence Life: shift 1.25 positions to non-state funding, reduce the number of student peer mentors from 10 to 6, reduce the number of educational and social programming events</p>	<ul style="list-style-type: none"> <li>• A shift to auxiliary funding sources puts additional burden on accounts used for programming, resident advisor support and salaries and resident hall maintenance (annual and emergency); this auxiliary is the key to the long term funding equation for the Wood Center Student Union expansion and must be preserved</li> <li>• Fewer student peer mentors will diminish the effectiveness of the current Resident Life program; student relationships are critical in the college years and less peer-to-peer guidance will limit the ability to support students in need</li> <li>• Some popular social, educational and community programs will be eliminated, impacting student engagement in activities and therefore, the student experience and overall sense of community</li> </ul>
<p>13. Wood Center Student Union: eliminated LIVE Director vacancy, contract reductions for 2 staff positions, reductions in program commodities</p>	<ul style="list-style-type: none"> <li>• Eliminate LIVE Director position resulting in a reduction in student support and programming, some duties shifted to Student Organization Coordinator</li> <li>• Contract reduction for fiscal tech position supporting over 160 student clubs and organizations - shifting duties to other Wood Center and VC Office staff; this action will result in a reduction in service to support student programs/clubs</li> <li>• Diminished program capabilities and ability to serve students, staff and faculty</li> </ul>
<p>14. Vice Chancellor's Office: leadership and staff furloughs, travel reduction</p>	<ul style="list-style-type: none"> <li>• Mandatory leadership furlough and voluntary staff furloughs</li> <li>• Travel reductions will limit the ability for the VC USA to perform outreach activities or sponsor student travel, and in addition restricts the VC's ability to execute strategies related to private giving and institutional advancement</li> </ul>
<p>15. Career Services: transition to UAF HR and reduced operating costs</p>	<ul style="list-style-type: none"> <li>• Reduces professional development and travel support capacity to conduct outreach and employer relations activities</li> <li>• Transition plan calls for the transfer of remaining resources to HR in FY16</li> </ul>
<p>16. Office of Sustainability: reduce funding match for RISE-related programs and initiatives</p>	<ul style="list-style-type: none"> <li>• The student approved sustainability fee generates approximately \$250,000 annually; there will be fewer resources available to leverage new or existing sustainability efforts as part of the student created Review of Infrastructure, Sustainability and Energy (RISE) board; reductions to match funding will be modest and proportional</li> </ul>

## Office of Information Technology: \$0.5 million

Brief Description of Reduction	Impacts
1. Management of staffing levels: position reclassification, eliminating unfilled vacancies and layoffs	<ul style="list-style-type: none"> <li>• Evaluation of the services that are vital to support UAF technical operations; service delays may result from a reduction in staff support</li> <li>• Eliminated UAF campus event support</li> <li>• Eliminated 2 vacant manager positions in Desktop Support and Campus Technology Services respectively, consolidating support in those areas and transitioning supervisory responsibility to a smaller management team</li> <li>• Eliminated 1 manager position via layoff/transfer to another position</li> <li>• Eliminated 1 vacant fiscal technician and 1 IS professional position</li> <li>• Reduction in service in telephone services, core applications, the OIT support center and business operations</li> </ul>
2. Increasing support partnerships to provide service to UAF customers where units are unable to meet technical needs	<ul style="list-style-type: none"> <li>• Creating support partnerships with UAF units via service level agreements for desktop and web content management services; developing a shared cost model for support</li> </ul>

## Office of the Chancellor: \$0.4 million

Brief Description of Reduction	Impacts
1. Will eliminate community and legislative advocacy communication/support position	<ul style="list-style-type: none"> <li>• Less of a UAF influence as part of the legislative session in Juneau; greater reliance on the UA System resources to communicate the UAF specific needs and strategies for funding</li> <li>• Limits UAF's ability to keep stakeholders informed of UAF priorities</li> </ul>
2. Reduced Chancellor's Opportunity Fund	<ul style="list-style-type: none"> <li>• Diminishes ability to fund high value strategic projects/activities within units where funding is otherwise limited or unavailable</li> </ul>
3. Reduced office administrative support and movement of 1 staff position to non-state funds	<ul style="list-style-type: none"> <li>• Consolidated student employee support which increases the workload of existing staff and may increase time for some business related processing</li> <li>• Utilizing Foundation funds for partial staff support will reduce this resource for other development and/or high level/strategic projects</li> </ul>
4. Consolidated 1 senior executive position	<ul style="list-style-type: none"> <li>• Consolidated the Executive Officer position with the VC for Administrative Services resulting in a savings of 1 FTE split between these two areas</li> </ul>

**UAF**  
**CHANCELLOR'S OFFICE**

University of Alaska Fairbanks

320 Signers' Hall, P.O. Box 757500, Fairbanks, Alaska 99775-7500

Michael Powers, Interim Chancellor

907-474-7112

907-474-6725 fax

uaf.chancellor@alaska.edu

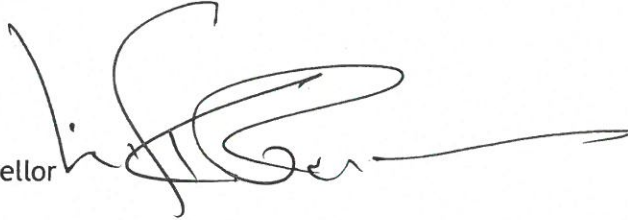
www.uaf.edu/chancellor/

Date: November 17, 2015

To: UAF employees

From: Michael Powers, Interim Chancellor

Re: FY17 budget planning underway



This week, UAF is beginning the budget planning process for fiscal year 2017. We are approaching that process a little differently this year:

- The provost and vice chancellors will work with their unit leaders to develop proposed budgets for FY17.
- They will submit their budget proposals to the Planning and Budget Committee in January.
- The Planning and Budget Committee will assess those proposals and their effects on the university as a whole, and make recommendations to the Chancellor's Cabinet in March.
- Cabinet and the chancellor will work from April through June to make final decisions.

As in past years, many things about our revenue picture are unknown at this point. The governor won't release his state budget proposal until December, and the Legislature doesn't adjourn until the spring. What we do know is that the state budget is likely to be extremely tight, just as it was last year. All state agencies are being advised to plan for reductions in FY17.

I have asked the provost and vice chancellors to plan for a range of budget scenarios. Our current estimated budget gap is about \$26 million, however our actual budget gap could be larger or smaller, depending how much state funding we receive. We may also take a more varied approach to the types of cuts we make, opting for both strategic vertical cuts and across-the-board reductions.

Once the governor releases his version of the state budget, we will have additional information and can adjust our planning efforts accordingly. The same is true once we have our final budget from the Legislature. If this year is similar to last year, we can also expect our budget outlook to vary significantly throughout the legislative session.

I will share new information, as I have it, via memos, the Cornerstone employee newsletter and online at the Office of Management and Budget website: <http://bit.ly/uafomb>. I also plan on holding a forum on Dec. 4, where we will share the most current information available.

As in past years, I also encourage employees, students and members of the public to share their cost-saving ideas via the OMB website. I know uncertain budget climates are stressful. Thank you in advance for your patience with the changing nature of the budget scenario and for the work all of you do each day. In my short time as interim chancellor, I have been impressed by the dedication of our faculty and staff. This commitment gives me confidence that our campus leaders and the Planning and Budget Committee, with your help, will craft a budget plan that will allow us to continue to provide excellent teaching, research and service to the people of Alaska.

**UAF Construction in Progress**  
**5.A.1**

<b>TITLE</b>	<b>TPC AUTHORITY (1)</b>	<b>TPC FUNDED</b>	<b>EXP/ENC (2)</b>	<b>STATUS/CONSIDERATIONS</b>
Akasofu Restoration	\$ 4,400,000	\$ 4,400,000	\$ 2,926,194	Preparing for Closeout
Atkinson Power Plant Renewal	7,608,000	7,394,750	7,170,256	Construction in Progress
Butrovich Roof Replacement	2,300,000	949,000	125,033	Design Stage
Campus Wide Elevator Upgrade and Replacement	1,191,434	1,191,434	1,136,573	Ongoing Planning/Design/Construction
UAF Combined Heat and Power Plant Replacement (3)	248,000,000	160,500,000	101,970,114	Construction in Progress
UAF CTC Hangar Office Buildout	580,000	580,000	529,690	Preparing for Closeout
Campus Wide Infrastructure/Roads/Sidewalks/Parking Lots	3,809,882	3,809,882	3,615,155	Ongoing Planning/Design/Construction
UAF Campus Wide Roof Replacement	3,775,000	3,775,000	3,098,057	Ongoing Planning/Design/Construction
Elvey Deferred Maintenance	61,000,000	450,000	393,026	Design Stage
UAF Engineering Facility	121,600,000	74,379,000	73,191,202	Construction in Progress
Irving 1 Repurpose for Veterinary Medicine	5,400,000	5,400,000	5,293,187	Construction in Progress
Kuskokwim Campus Critical Deferred Maintenance and Voc-Tech Renewal, Ph. 2	1,165,000	1,165,000	946,593	Construction in Progress
Northwest Campus Phased Renovations	7,451,861	1,542,193	1,227,114	Construction in Progress (Phase 1)
Utilities - Critical Electrical Distribution Renewal	48,567,000	48,567,000	48,382,300	Construction in Progress
Utilities - Waste Line Repairs and Replacement	10,014,750	10,014,750	9,533,811	Ongoing Planning/Design/Construction
West Ridge Animal Resources Facility Relocation	8,700,000	8,700,000	8,132,824	Construction in Progress
UAF-CTC Fire and Emergency Services Training and Education Facility	32,000,000	400,000	389,036	Design Stage
Wood Center Maintenance Renewal	1,000,000	1,000,000	51,675	Design Stage
<b>Grand Total</b>	<b>568,562,927</b>	<b>334,218,009</b>	<b>268,111,839</b>	
(1) Total project costs could change over time dependent upon changes to project scope and funding availability.				
(2) Expenditures and encumbrances are current through August 31, 2015.				
(3) Remaining funding of \$87.5 million (\$248 million TPC less funding in hand \$160.5 million) for the UAF Combined Heat and Power Plant Replacement consists of authorization for UA to borrow from the Municipal Bond Bank (MBB).				
<b>Note:</b> This project listing represents those with an estimated total project cost in excess of \$250,000 for community campuses and \$1.0 million for UAF main campus in accordance with BOR Policy P05.12.075. Other projects that do not meet these dollar thresholds are not listed.				

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	FY15 Annual Payments	Square Feet	Effective Date	Lease Expiration	Action on Leases Expiring in the Next 24 Months
Ground Floor, LLC	ACEP Anchorage Office	FL196	Anchorage	\$37,804	1,546	06/01/11	5/31/17	TBD
West Valley Plaza, LLC	Advancement Services West Valley Plaza Office	FL083	Fairbanks	\$66,284	2,450	04/17/12	4/16/17	Attempt to move on campus
Smith, Jason	AFES Nome Reindeer Housing	FL111	Nome	\$32,400	1,200	07/01/93	6/30/15	Holdover - attempting to negotiate new lease
Aleknagik Natives Ltd.	BBC Dillingham Nanvaq Business Center	FL127	Dillingham	\$31,492	974	08/01/05	4/30/16	Renewed and reduced space
City of Togiak	BBC Ikaiyurvik Family Residence Center Space	FL144	Togiak	\$13,200	1,020	02/15/06	2/14/16	Auto Annual Renewal
City of New Stuyahok	BBC New Stuyahok Learning Center	FL201	New Stuyahok	\$7,200	221	07/01/14	6/30/15	Renewal pending
SW Alaska Vocational & Education	BBC SW Alaska Vocational & Education Center	FL149	King Salmon	\$0	677	07/15/02	7/14/16	Auto Annual Renewal
S&S Center	CES Doors & Windows Building	FL110	Soldotna	\$35,880	2,300	08/28/95	6/30/18	
Fairbanks Community Food Bank	CES Fairbanks Office	FL195	Fairbanks	\$59,190	4,300	12/21/10	6/30/16	TBD
State of Alaska, Dept of Administration	CES Juneau Office	FL200	Juneau	\$41,866	2,171	04/17/14	6/30/16	Renews annually
Native Village of Tyonek	CES Kaloa Building	FL194	Anchorage	\$266,400	8,602	05/01/10	4/30/15	Renewal in progress - three year extension
Jarvis Properties, LLC	CES Office Space	FL104	Delta	\$15,528	1,105	01/01/09	12/31/17	Three additional 1-year renewals available
Bowers Investment Company, LLC	CRCD Bookstore	FL186	Fairbanks	\$69,588	3,063	06/01/07	5/31/15	Moved on campus into University-owned space
Big W Ranch, Inc.	CRCD Carlton Trust Building Office Space	FL101	Anchorage	\$53,254	2,076	05/08/96	9/30/16	TBD; sq footage was reduced FY15
Bowers Investment Company, LLC	CRCD Suite 101 Lease	FL186	Fairbanks	\$26,127	1,144	07/09/07	5/31/15	Moved on campus into University-owned space
Bowers Investment Company, LLC	eLearning and Distance Education	FL186	Fairbanks	\$194,399	8,683	06/01/07	5/31/15	Moved on campus into University-owned space
HTGP&B Investments '81	FS Division of Design & Construction	FL116	Fairbanks	\$185,689	8,718	09/01/94	2/28/17	Two additional 1-year renewals available
Unalaska City School Dist.	IA-C Aleutian Learning Center	FL141	Unalaska	\$10,350	700	07/01/96	6/30/16	Auto Annual Renewal
Gwitchyaa Zhee Corp	IA-C Dorm Facilities	FL081	Ft. Yukon	\$0	1,920	10/01/04	9/30/19	One additional 5-year renewal @ \$20,000 available
City of Galena	IA-C Learning Center Office Space	FL085	Galena	\$12,000	1,000	08/01/05	9/30/15	Terminated 6/30/15
City of McGrath	IAC McGrath Learning Center	FL198	McGrath	\$2,400	276	11/15/13	11/14/15	No renewal options remaining
J L Properties, Inc.	IARC Housing (Sophie Plaza Apts)	FL183	Fairbanks	\$24,420	900	06/01/08	5/31/15	Terminated 5/31/15
Native Village of Hooper Bay	KuC Hooper Bay Learning Center	FL197	Hooper Bay	\$6,000	222	12/23/13	12/22/15	TBD
Bowers Investment Company, LLC	Math in a Cultural Context	FL186	Fairbanks	\$38,282	1,698	11/19/12	5/31/15	Terminated 10/31/15
City of Shishmaref	NWC Shishmaref Learning Center	FL091	Shishmaref	\$10,200	960	02/01/09	7/31/15	Month-to-month; renewal pending
Unalakleet Native Corporation	NWC Unalakleet Native Corp Office Building	FL185	Unalakleet	\$6,000	641	02/17/07	9/30/15	Attempt to negotiate new lease
National Marine Fisheries Service	SFOS Fisheries Facility - Joint Use Agreement	FS914	Juneau	\$66,330	31,000	07/01/06	6/30/26	
Kodiak Island Borough	SFOS Kodiak Island Borough	FL107	Kodiak	\$40,046	6,574	10/01/98	10/1/28	
Monterey Bay Aquarium	SFOS/GURU Lab & Office Space	FL118	California	\$25,629	374	09/01/08	8/31/16	Renew - one additional 1 year renewals
Prince William Sound Aquaculture	SFOS/MAP Office Space	FL088	Cordova	\$0	360	05/01/04	4/30/16	Auto Annual Renewal
Petersburg Indian Association	SFOS/MAP Office Space	FL188	Petersburg	\$9,500	500	11/01/08	10/31/14	Holdover - attempting to negotiate new lease
North Pacific Research Board	SFOS/MAP Office Space	FL178	Anchorage	\$83,107	3,070	11/01/12	month-to-month	TBD - two additional 1 year renewals
KRK Management	SFOS/MAP Parking Spaces	FL199	Anchorage	\$9,600	8 spaces	10/01/12	month-to-month	TBD - with MAP NPRB Lease
FNSBSD	UAF CTC Hutchison Institute of Technology	FL125	Fairbanks	\$341,175	50,334	07/01/04	3/31/43	
Fairbanks Pipeline Training Center Trust	UAF CTC Process Technology & Environmental Safety	FL193	Fairbanks	\$181,805	6,535	12/01/09	11/30/19	
GRAND TOTAL				\$2,003,144	157,314			

FY15 UA in Review Total UAF Square Footage (non-lease):	3,632,050
D(1)(a) - Total Percentage UAF Utilized Space Leased:	4.33%

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	FY15 Annual Payments	Square Feet	Renewals through	Expiration	Notes
Poker Flat	Summit Telephone	Fairbanks	\$3,147	145	auto annual	3/31/15	Renew, unless UAF needs the space
Syun Ichi Akasofu	National Weather Service	Fairbanks	\$314,272	5,829	12/31/56	12/31/16	Renew, unless UAF needs the space
Kaloa Building **	Institute of the North	Anchorage	\$48,380	1,667	4/30/20	4/30/15	Reducing square footage/rent in FY15
Constitution Hall	Campus Barbershop	Fairbanks	\$4,608	200	auto annual	6/30/15	Renew
Wood Center	Spirit of AK Federal Credit Union	Fairbanks	\$15,486	460	11/30/23	month-to-month	UAF determining future for ATM's on campus
Moore Hall (Cellular Antennas)	The Alaska Wireless Networ, LLC (fka GCI)	Fairbanks	\$20,045	20	10/14/22	10/14/17	
Arctic Health Research Building	Cellco Partnership d/b/a Verizon Wireless	Fairbanks	\$21,500	n/a	8/31/28	8/31/18	
Orca Building	State of Alaska	Seward	\$38,560	1,350	1/31/17	1/31/15	Renew
Orca Building	Independent Living Center, Inc.	Seward	\$20,700	1,290	0	9/30/15	Renew, unless UAF needs the space
Orca Building	Chugachmiut, Inc.	Seward	\$144,786	6,300	2/5/20	2/5/18	
ACUASI Building (formerly OEM Building)	Northern Embedded Solutions, LLC	Fairbanks	\$10,668	508	9/30/19	9/30/16	
GRAND TOTAL			\$642,152	17,261			

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

FY15 UA in Review Total UAF Square Footage (non-lease):	3,632,050
D(1)(c) - Total Percentage UAF Owned Space Leased to Third Party:	0.48%

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	through	Type of Agreement(s)
Fairbanks	Cold Climate Housing Research Center	1/31/2025	1/31/2055	Land Lease and Joint Use Agreement
Fairbanks	State of Alaska Virology Lab	9/30/2030	9/30/2050	Land Lease and Collaborative Research, Maintenance and Operating Agreement



UAF Debt Service Schedule  
Appendix 5.C.1

Category / Description	Debt Principal Amount	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
<b>Current Debt</b>												
SERIES N - Intertie, Chiller, BiRD, Patty Ice, Aurora, Elvey	5,254	1,347	1,297	585	582	583	585	583	584	-	-	-
SERIES O - Lena Point, Museum, Arctic Health, Virology	4,930	952	945	951	278	281	273	319	319	324	323	321
SERIES P - Refinancing Series H & J	7,220	1,246	1,244	1,245	779	775	775	777	779	775	-	-
SERIES Q - Life Sciences and Deferred Maintenance I	37,310	3,485	3,485	3,484	3,485	3,482	3,485	3,485	3,478	3,483	3,481	3,477
SERIES R - Refinance Series K, L, and M	12,396	835	946	947	1,573	1,570	1,572	1,567	1,576	784	785	786
SERIES S - Def Maint & Multiple Refinancings	17,760	1,432	1,271	1,977	1,687	1,687	1,694	1,577	1,571	1,706	1,708	1,579
SERIES T - Central Heating and Power Plant (CHPP)	65,350	2,324	3,268	3,268	4,896	4,900	4,900	4,900	4,895	4,896	4,896	4,900
<b>Sub-Total: Debt Service on Current Debt Issues</b>		<b>\$ 11,621</b>	<b>\$ 12,456</b>	<b>\$ 12,457</b>	<b>\$ 13,280</b>	<b>\$ 13,277</b>	<b>\$ 13,284</b>	<b>\$ 13,209</b>	<b>\$ 13,203</b>	<b>\$ 11,967</b>	<b>\$ 11,193</b>	<b>\$ 11,064</b>
<b>Capital Lease</b>												
UAF Student Dining Facility Base Rent Payments <sup>[1]</sup>	25,070	1,389	1,390	1,389	1,385	1,384	1,384	1,383	1,386	1,382	1,384	1,382
<b>Sub-Total: Current Debt and Capital Lease Pmts</b>		<b>\$ 13,010</b>	<b>\$ 13,846</b>	<b>\$ 13,846</b>	<b>\$ 14,666</b>	<b>\$ 14,661</b>	<b>\$ 14,668</b>	<b>\$ 14,591</b>	<b>\$ 14,589</b>	<b>\$ 13,349</b>	<b>\$ 12,578</b>	<b>\$ 12,446</b>
<b>Projects with Anticipated Debt Funding</b>												
Combined Heat and Power Plant (Municipal Bond Bank) <sup>[2]</sup>	\$ 87,500	-	6,200	6,200	6,200	6,200	6,200	6,200	6,200	6,200	6,200	6,200
<b>Sub-Total: Debt Service on Anticipated Debt Issues</b>		<b>\$ -</b>	<b>\$ 6,200</b>	<b>\$ 6,200</b>	<b>\$ 6,200</b>	<b>\$ 6,200</b>	<b>\$ 6,200</b>	<b>\$ 6,200</b>	<b>\$ 6,200</b>	<b>\$ 6,200</b>	<b>\$ 6,200</b>	<b>\$ 6,200</b>
<b>TOTAL Debt Service and Long-Term Leases</b>		<b>\$ 13,010</b>	<b>\$ 20,046</b>	<b>\$ 20,046</b>	<b>\$ 20,866</b>	<b>\$ 20,861</b>	<b>\$ 20,868</b>	<b>\$ 20,791</b>	<b>\$ 20,789</b>	<b>\$ 19,549</b>	<b>\$ 18,778</b>	<b>\$ 18,646</b>

<sup>[1]</sup> Student Dining Facility estimated Lease payment includes "Base Rent" portion to cover debt service and "Additional Rent" portion to cover leaseholder costs, estimated at \$150,000 in FY15 plus 3% increase thereafter. The additional rents portion is considered a contractual service, not debt service, and is therefore not included in this table.

<sup>[2]</sup> CHPP, a \$245M project, at the Fairbanks Campus received funding in the FY15 legislative session through a complex financing package: \$74.5M capital general fund distribution, \$87.5M borrowing authorization from the Municipal Bond Bank with the bond expense paid from \$7M operating budget increment provided to UA (not to exceed \$7M annually), and \$70M borrowing authorization for a UA-issued general revenue bond (GRB). The amount noted here is for the Municipal Bond Bank issuance with financing estimated over 25 years and total financing cost of 5% per year.

## Administrative & Support (A/S) Staffing Changes: Spring 2014 - Spring 2015

### May 2015 (FY15)

#### Executive Summary

The recent budget climate has resulted in significant changes to UAF positions. Changes in employee full time equivalent (FTE) positions from Spring 2014 to Spring 2015 show the impact of budget reductions across the university; total UAF FTEs decreased by 4.8 percent (103.5 FTE). The magnitude of the cuts in FY15, coupled with a more challenging state budget expected for FY16-17, will inevitably require a further reduction in the UAF workforce. This report does not include vacant positions.

- The greatest numbers of FTE were reduced in areas under the Provost (-37.7 FTE), the Vice Chancellor for Administrative Services (-23.7 FTE), and the Vice Chancellor for Research (-19.4 FTE); the Office of Information Technology had the greatest proportional reduction (-12.2 percent, or 5.4 FTE) after a brief period of increases due to filled vacancies.
- UAF typically has an annual position churn of 11 percent (approximately 300 positions). This includes existing employees taking on new roles (approx. 65 percent) as well as filled positions from external hires (approx. 35 percent). Although UAF continues to employ 90-day vacancy holds and vacancy management tactics in FY15, these do not impact the number of FTEs employed based on the timing of the annual data snapshot unless positions are reduced.
- As budgets continue to tighten, UAF must prioritize resources to strengthen efforts that directly support its mission. Shared service models are being used increasingly to continue providing high quality services while focusing departmental resources on essential efforts.

#### Capacity Changes, Spring 2014-2015

Figure 1. Changes in total active FTE by Job Type, Spring 2014-2015

UAF Employee Changes by Job Type (Active FTE, Spring Semester)					
Job Group	Spring 08 FTE	Spring 14 FTE	Spring 15 FTE	Change in FTE 14-15	% Change 14-15
FACULTY, RESEARCH & OUTREACH	922.5	913.0	881.2	-31.8	-3.5%
PROGRAM	306.6	259.5	230.1	-29.4	-11.3%
STUDENT SVCS & COMMUNICATIONS	134.8	171.7	165.7	-6.0	-3.5%
TRADITIONAL ADMIN	866.2	812.8	776.5	-36.3	-4.5%
<b>Grand Total</b>	<b>2230.1</b>	<b>2157.0</b>	<b>2053.5</b>	<b>-103.45</b>	<b>-4.8%</b>

- From Spring 2014-2015, UAF reduced FTEs in the faculty, research, and outreach category by 3.5 percent (31.8 FTE). Reductions in these areas impact UAF's ability to serve its mission as well as the ability to generate revenue, compounding the budget reduction.
- Program FTEs are declining, due to a continued trend of reduced sponsored projects (grant and contracts awards/support). The Program FTE category includes staff on auxiliary or restricted funds, or on instructional, research, museum, library, athletics or public service program codes.
- Traditional administration and support FTEs have been continuously reduced since 2008. Reductions in this area will need to be strategic in the future so as not to dismantle mission



critical functions. Decreases in traditional admin compared to faculty, research, and outreach are generally proportional (with larger reductions on the administrative side), as traditional admin operates in a support capacity to those functions.

- From Spring 2014-2015, UAF reduced FTEs in student services, communications, and development areas. These groups have seen targeted investments in recent years. Reductions in these areas impact UAF's ability to generate revenue, enroll and advise students and communicate consistently and broadly from a UAF perspective.

## Major Highlights by VC Level, Spring 2014-2015

All Vice Chancellor/Provost areas reduced FTE from 2014-15, as a result of the budget climate.

Figure 2. Changes in total active FTE by Vice Chancellor, Spring 2014-15

UAF Employee Changes by VC level (Active FTE, Spring Semesters)					
Vice Chancellor	Spring 08 FTE	Spring 14 FTE	Spring 15 FTE	Change in FTE 14-15	% Change 14-15
Chancellor	8.4	9.0	10.4	1.4	15.6%
Provost	843.0	886.4	848.7	-37.7	-4.3%
UAF eLearning	16.1	28.0	26.8	-1.3	-4.5%
UAF Office Information Technology	39.0	44.4	39.0	-5.4	-12.2%
VC Rural, Community & Native Education	276.4	267.7	256.8	-10.9	-4.1%
VC University & Student Advancement	196.3	184.2	177.7	-6.5	-3.5%
Vice Chancellor for Admin. Services	393.8	341.0	317.4	-23.7	-6.9%
Vice Chancellor for Research	457.5	396.2	376.8	-19.4	-4.9%
<b>Grand Total</b>	<b>2,230.5</b>	<b>2,157.0</b>	<b>2,053.5</b>	<b>-103.5</b>	<b>-4.8%</b>

### Chancellor/e-Learning

The Chancellor and eLearning areas both had minimal (1 FTE) changes. eLearning has been an area of strategic focus over the past few years, although did see a slight reduction in spring 2015.

### Provost

The Provost reduced 17.8 FTE in faculty, research, and outreach; 11.2 FTE in program staff; 5.1 FTE in student services, communication, and development; and 3.6 FTE in traditional administration and support staff. Most reductions occurred in:

- School of Natural Resources and Extension due to a recent merger, and move of UA Geography Program to CNSM (-15.2 FTE)
- College of Liberal Arts (-10.1 FTE)
- School of Fisheries and Ocean Sciences (-8.8 FTE)
- College of Engineering and Mines (-8.3 FTE)
- the new grant funded Biomedical Learning and Student Training (BLaST) program added 9.9 FTE in Provost Office Operations, on restricted funds.

#### *Office of Information Technology (OIT)*

OIT decreased by 5.4 FTE, a 12.2 percent reduction in staffing. OIT numbers tend to fluctuate due to vacancies, as this is a relatively high turnover service area. A more consistent trend may appear following declining budgets in FY16.

#### *VC Rural & Native Education (VCRNE)*

VCRNE reduced 6.3 FTE in faculty, research, and outreach; 4.9 FTE in program staff; and 5.1 FTE in traditional administration and support staff. VCRNE increased by 5.5 FTE in student services, communication, and development. Rural student advising has been a funded priority in recent years.

#### *VC University & Student Advancement (VCUSA)*

VCUSA reduced 1.1 FTE in program staff and 5.7 FTE in student services, communication, and development. Reductions in this area were distributed across student advancement departments.

#### *VC Administrative Services (VCAS)*

VCAS reduced 23.8 FTE in traditional administration and support staff. This includes a reduction of 5.5 FTE due to the closing of Printing Services, and 5.7 FTE between the Office of the Bursar and Parking Services (following a consolidation/merger of these services).

#### *VC Research (VCR)*

VCR reduced 7.6 FTE in faculty, research, and outreach and 11.8 FTE in program staff. Most of these reductions occurred in the International Arctic Research Center following the loss of Japanese research and operational support funding.

The attached tables show each VC/Provost area level change with a higher degree of detail.

Reference: For purposes of this report, each category is composed of the following employee position types/job families.

**Traditional Admin & Support:** Includes department administrators, administrative specialists/generalists, fiscal managers/technicians, human resources, procurement, police, fire, environmental health and safety and risk management, and facilities staff on unrestricted funds or recharge units.

**Student Services and Communications & Development:** Includes student support and advising positions, communications and development professionals.

**Program:** Includes staff on auxiliary or restricted funds, or on instructional, research, museum, library, athletics or public service program codes.

**Faculty, Research & Outreach:** In addition to traditional faculty, this includes research associates, research technicians, librarians, library technicians, broadcast technicians, health and counseling professionals, engineers, and athletics coaches.

Table 1. Change Summary by Unit

UAF Employee FTE Changes by VC and Unit Levels					
Vice Chancellor, Unit	Spring 2008	Spring 2014	Spring 2015	Change in FTE 14-15	% Change 14-15
<b>Chancellor</b>	<b>8.3</b>	<b>9</b>	<b>10.4</b>	<b>1.4</b>	<b>15.6%</b>
Chancellor	8.3	9	10.4	1.4	15.6%
<b>Provost</b>	<b>843.2</b>	<b>886.5</b>	<b>848.7</b>	<b>-37.8</b>	<b>-4.3%</b>
College of Engineering & Mines	111.3	130.6	122.3	-8.3	-6.4%
College of Liberal Arts	158.7	158	147.9	-10.1	-6.4%
College of Nat Sciences&Mathematics	86.6	99.4	99.5	0.1	0.1%
Provost Office Operations	33.2	45.2	55.1	9.9	21.9%
Rasmuson Library	61.8	54.2	52.8	-1.4	-2.6%
School of Education	31.2	35.5	33.3	-2.2	-6.2%
School of Fisheries & Ocean Science	143	153.7	144.9	-8.8	-5.7%
School of Management	29	34.3	33	-1.3	-3.8%
School of Nat Res & Extension	149.6	135.8	120.5	-15.3	-11.3%
Summer Sessions	4	5.8	4	-1.8	-31.0%
UA Museum of the North	34.8	34	35.4	1.4	4.1%
<b>UAF eLearning</b>	<b>16</b>	<b>28</b>	<b>26.8</b>	<b>-1.2</b>	<b>-4.3%</b>
eLearning & Distance Educ	16	28	26.8	-1.2	-4.3%
<b>UAF Office Information Technology</b>	<b>39</b>	<b>44.4</b>	<b>39</b>	<b>-5.4</b>	<b>-12.2%</b>
Office Information Technology	39	44.4	39	-5.4	-12.2%
<b>VC Rural, Community &amp; Native Educ</b>	<b>276.3</b>	<b>267.7</b>	<b>256.9</b>	<b>-10.8</b>	<b>-4.0%</b>
Bristol Bay Campus	25	28	27	-1	-3.6%
Chukchi Campus	12	14.4	11.3	-3.1	-21.5%
Community and Technical College	74.5	71.8	67.9	-3.9	-5.4%
Interior-Aleutians Campus	39.7	36	36.1	0.1	0.3%
Kuskokwim Campus	45.3	42.2	40.4	-1.8	-4.3%
Northwest Campus	21.4	17.1	18	0.9	5.3%
Rural College	58.4	58.2	56.2	-2	-3.4%
<b>VC University &amp; Student Advancement</b>	<b>196.2</b>	<b>184.2</b>	<b>177.7</b>	<b>-6.5</b>	<b>-3.5%</b>
Student Advancement	106.5	102.7	96.4	-6.3	-6.1%
University Advancement	76.7	73.3	72.1	-1.2	-1.6%
VCUSA Admin & Central Support	13	8.2	9.2	1	12.2%
<b>Vice Chancellor for Admin. Services</b>	<b>394</b>	<b>341.1</b>	<b>317.5</b>	<b>-23.6</b>	<b>-6.9%</b>
AVC for Facilities Services	220.2	204.2	196	-8.2	-4.0%
Financial Services	82.6	55.8	43.6	-12.2	-21.9%
Grants & Contracts Admin	11.8	12.8	11.8	-1	-7.8%
Human Resources	18	14	14.5	0.5	3.6%
Procurement & Central Receiving	17.8	14	13	-1	-7.1%
Safety Services & EHSRM	36.8	37.5	34.2	-3.3	-8.8%
VCAS Operations	6.8	2.8	4.4	1.6	57.1%
<b>Vice Chancellor for Research</b>	<b>457.5</b>	<b>396.2</b>	<b>376.9</b>	<b>-19.3</b>	<b>-4.9%</b>
Geophysical Institute	257.7	193.9	197.7	3.8	2.0%
Institute of Arctic Biology	116.3	97	89.7	-7.3	-7.5%
Intl Arctic Research Center	44.1	70.9	52.8	-18.1	-25.5%
VCR Dev Programs & Project Services	25.9	21.2	26.4	5.2	24.5%
Vice Chancellor for Research	13.5	13.2	10.3	-2.9	-22.0%
<b>Grand Total</b>	<b>2230.5</b>	<b>2157.1</b>	<b>2053.9</b>	<b>-103.2</b>	<b>-4.8%</b>

Table 2. Change Summary by VC and Job Type

UAF Employee FTE Changes by VC Level and Job Group					
Row Labels	Spring 2008 FTE	Spring 2014 FTE	Spring 2015 FTE	Change in FTE 14-15	% Change 14-15
<b>Chancellor</b>	<b>8.4</b>	<b>9.0</b>	<b>10.4</b>	<b>1.4</b>	<b>15.6%</b>
PROGRAM	0.8	0.0	0.0	0.0	-
STUDENT SVCS & COMMUNICATIONS	1.1	0.0	1.0	1.0	-
TRADITIONAL ADMIN	6.5	9.0	9.4	0.4	4.4%
<b>Provost</b>	<b>843.0</b>	<b>886.4</b>	<b>848.8</b>	<b>-37.6</b>	<b>-4.2%</b>
FACULTY, RESEARCH & OUTREACH	555.6	564.5	546.7	-17.8	-3.2%
PROGRAM	91.7	91.5	80.3	-11.2	-12.2%
STUDENT SVCS & COMMUNICATIONS	23.9	45.8	40.8	-5.0	-10.9%
TRADITIONAL ADMIN	171.8	184.6	181.0	-3.6	-2.0%
<b>UAF eLearning</b>	<b>16.1</b>	<b>28.0</b>	<b>26.8</b>	<b>-1.2</b>	<b>-4.3%</b>
FACULTY, RESEARCH & OUTREACH	4.8	11.0	10.0	-1.0	-9.1%
STUDENT SVCS & COMMUNICATIONS	2.0	10.0	9.0	-1.0	-10.0%
TRADITIONAL ADMIN	9.3	7.0	7.8	0.8	11.4%
<b>UAF Office Information Technology</b>	<b>39.0</b>	<b>44.4</b>	<b>39.0</b>	<b>-5.4</b>	<b>-12.2%</b>
TRADITIONAL ADMIN	39.0	44.4	39.0	-5.4	-12.2%
<b>VC Rural, Community &amp; Native Educ</b>	<b>276.4</b>	<b>267.7</b>	<b>256.8</b>	<b>-10.9</b>	<b>-4.1%</b>
FACULTY, RESEARCH & OUTREACH	112.9	113.0	106.7	-6.3	-5.6%
PROGRAM	40.7	19.0	14.0	-5.0	-26.3%
STUDENT SVCS & COMMUNICATIONS	28.2	30.0	35.5	5.5	18.3%
TRADITIONAL ADMIN	94.6	105.7	100.6	-5.1	-4.8%
<b>VC University &amp; Student Advancement</b>	<b>196.3</b>	<b>184.3</b>	<b>177.8</b>	<b>-6.5</b>	<b>-3.5%</b>
FACULTY, RESEARCH & OUTREACH	38.0	33.8	34.3	0.5	1.5%
PROGRAM	15.3	17.0	15.9	-1.1	-6.5%
STUDENT SVCS & COMMUNICATIONS	72.9	81.2	75.5	-5.7	-7.0%
TRADITIONAL ADMIN	70.1	52.3	52.1	-0.2	-0.4%
<b>Vice Chancellor for Admin. Services</b>	<b>393.8</b>	<b>341.0</b>	<b>317.4</b>	<b>-23.6</b>	<b>-6.9%</b>
FACULTY, RESEARCH & OUTREACH	0.0	1.0	1.5	0.5	50.0%
PROGRAM	6.9	6.2	5.9	-0.3	-4.8%
STUDENT SVCS & COMMUNICATIONS	1.0	0.0	0.0	0.0	-
TRADITIONAL ADMIN	385.9	333.8	310.0	-23.8	-7.1%
<b>Vice Chancellor for Research</b>	<b>457.5</b>	<b>396.2</b>	<b>376.9</b>	<b>-19.3</b>	<b>-4.9%</b>
FACULTY, RESEARCH & OUTREACH	210.3	189.7	182.2	-7.5	-4.0%
PROGRAM	152.4	125.8	114.0	-11.8	-9.4%
STUDENT SVCS & COMMUNICATIONS	5.8	4.7	4.0	-0.7	-14.9%
TRADITIONAL ADMIN	89.0	76.0	76.7	0.7	0.9%
<b>TOTAL</b>	<b>2230.5</b>	<b>2157.0</b>	<b>2053.9</b>	<b>-103.1</b>	<b>-4.8%</b>

## Spring and Fall 2013-2015 UAF Employee Change/Snapshot

November 2015

### Overview

- The Office of Management & Budget (OMB) reports Spring to Spring (April snapshot) and Fall to Fall (October snapshot) numbers for trend comparison, both by headcount and full-time equivalency (FTE)
- Spring figures are typically higher than Fall on an annual basis since Spring includes an increase in seasonal and research field season employees - Spring numbers are not typically compared to Fall numbers as the trends would have greater variance and there is a change in fiscal year (annually) that between these time periods
- UA in Review reports Fall figures, but UAF does track the Spring change
- Headcount includes an unduplicated count of temporary staff, adjuncts, and student employees, therefore represents a meaningful way to understand changes in temporary job types which are a large portion of UAF employees
- One FTE is equivalent to one regular full-time employee's effort in a biweekly pay period, but does not take into account the number of pay periods for which an assignment is established; this is not a meaningful way to measure temporary employee assignments
- UAF staffing changes from FY13-FY15 have resulted in a 4.0 percent reduction in salary and benefit expenditures (\$9.3 million)
- As UAF adapts to the FY16 budget reductions, it is estimated a further reduction of 150 employees will surface through unfilled vacancies, eliminated positions, layoffs, and 17 fewer graduate teaching assistants (TAs), for a total of 167. UAF also expects reduced employee contracts (e.g. from 12 to 11 months) across several service areas. These conditions are expected to persist in FY17.

### Salary & Benefit Expenditures

From FY13-FY15, UAF reduced salary and benefit expenditures by 4.0 percent, or \$9.3 million.

	Expenditures, in \$ Millions			FY 13-15		FY 14-15	
	FY 13	FY 14	FY 15	Percent Change	Expend Change	Percent Change	Expend Change
Salaries & Benefits	\$260.1	\$263.2	\$250.8	-4%	-\$9.3	-5%	-\$12.4

### Regular FTE Trends (excluding vacant positions)

#### Spring 2013-2015

Job Group	FTE			2013 to 2015		2014 to 2015	
	Spring 2013	Spring 2014	Spring 2015	Percent Change	FTE Change	Percent Change	FTE Change
FACULTY, RESEARCH & OUTREACH	914.5	912.9	881.2	-3.6%	(33.3)	-3.5%	(31.7)
PROGRAM	245.3	259.5	230.1	-6.2%	(15.3)	-11.3%	(29.4)
STUDENT SVCS & COMMUNICATIONS	173.7	171.7	165.7	-4.6%	(8.0)	-3.5%	(6.0)
TRADITIONAL ADMIN	822.8	812.8	776.5	-5.6%	(46.3)	-4.5%	(36.3)
Grand Total UAF	2156.3	2157.0	2053.5	-4.8%	(102.8)	-4.8%	(103.5)

- Changes in regular employee FTE from Spring 2013 to Spring 2015 show the impact of budget reductions across the university; total UAF employee FTE decreased by 4.8 percent (102.8 FTE). This summary does not include vacant positions.
- From Spring 2013-2015, UAF reduced FTEs in the priority areas of faculty, research, and outreach by 3.6 percent (33.3 FTE). Reductions in these areas impact UAF's ability to serve its mission as well as the ability to generate revenue.
- Program FTE include staff on auxiliary or restricted funds, or on instructional, research, museum, library, athletics or public service program codes. These positions tend to fluctuate as grants and contracts start and end, but are generally declining, due to a continued trend of reduced Federal, agency and/or external funding.
- Traditional administration and support FTEs have been continuously reduced since 2008. Decreases in traditional admin compared to faculty, research, and outreach are generally proportional (with larger reductions on the administrative side), as administrative staff operates in a support capacity to those functions.
- From Spring 2013-2015, UAF reduced FTEs in the priority areas of student services, communications, and development. Although these areas had seen targeted investments in recent years, reductions in these areas impact UAF's ability to generate revenue and provide critical services for students, compounding the budget reduction.

#### Fall 2013-2015

Job Group	FTE			2013 to 2015		2014 to 2015	
	Fall 2013	Fall 2014	Fall 2015	Percent Change	FTE Change	Percent Change	FTE Change
FACULTY, RESEARCH & OUTREACH	900.1	883.2	840.6	-6.6%	-59.5	-4.8%	-42.6
PROGRAM	244.5	233.1	247.6	1.3%	3.1	6.2%	14.5
STUDENT SVCS & COMMUNICATIONS	170.9	164.5	160.0	-6.4%	-10.9	-2.7%	-4.5
TRADITIONAL ADMIN	802.8	792.0	725.0	-9.7%	-77.8	-8.5%	-67.0
<b>Grand Total UAF</b>	<b>2118.3</b>	<b>2072.8</b>	<b>1973.2</b>	<b>-6.9%</b>	<b>-145.2</b>	<b>-4.8%</b>	<b>-99.6</b>

- Similar to the Spring trends above, all job categories are declining with the exception of Program area staff, which are more variable based on externally funded awards.
- Since Fall 2013, UAF reduced by 145.2 FTE, or 6.9 percent. Nearly 100 of those FTE were eliminated, mostly through attrition, between Fall 2014 and Fall 2015.
- From Fall 2013-2015, UAF reduced FTEs in the priority areas of faculty, research, and outreach by 4.8 percent (42.6 FTE).
- From Fall 2013-2015, UAF reduced FTEs in the priority areas of student services, communications, and development. Although these functions had seen targeted investments in prior years, the recent budget reductions have impacted all areas.
- The majority of the reductions have been in traditional administration and support, reflecting UAF's commitment to focusing resources on its key educational mission. Since Fall 2014, UAF has 67 fewer traditional admin & support FTE, a reduction of 8.5 percent.



## Headcount Trends

### Spring 2013-2015

Employment Type	Headcount			2013 to 2015		2014 to 2015	
	Spring 2013	Spring 2014	Spring 2015	Percent Change	Headcount Change	Percent Change	Headcount Change
Regular	2,233	2,232	2,115	-5.3%	(118)	-5.2%	(117)
Temporary Staff, Adjuncts & Students	2,061	2,010	1,974	-4.2%	(87)	-1.8%	(36)
<b>Total UAF</b>	<b>4,294</b>	<b>4,242</b>	<b>4,089</b>	<b>-4.8%</b>	<b>(205)</b>	<b>-3.6%</b>	<b>(153)</b>

- All employee categories experienced a decrease for three consecutive annual periods
- Regular and Term Regular employee headcounts have decreased by just over 5.0 percent per year for the last three years, over 100 employees. These types of positions generally create the largest savings because these include benefited (staff and leave benefited) employees.
- Temporary staff, adjuncts and students decreased by approximately 2.0 percent each year for three years. This category of employee typically results in less significant savings since these are not benefited employees. However, decreases in this group may result in savings that can be realized more quickly, since ceasing contract renewals is a relatively prompt/immediate action.
- Regular employees may be able to voluntarily reduce contract lengths (i.e. 12 months to 11 months) and could be something to measure moving forward. If headcount numbers do not decrease significantly in future years, salary savings may exist as a result of contract reductions.

### Fall 2013-2015

Employment Type	Headcount			2013 to 2015		2014 to 2015	
	Fall 2013	Fall 2014	Fall 2015	Percent Change	Headcount Change	Percent Change	Headcount Change
Regular	2,192	2,137	2,037	-7.1%	(155)	-4.7%	(100)
Temporary Staff, Adjuncts & Students	1,941	1,836	1,735	-10.6%	(206)	-5.5%	(101)
<b>Total UAF</b>	<b>4,133</b>	<b>3,973</b>	<b>3,772</b>	<b>-8.7%</b>	<b>(361)</b>	<b>-5.1%</b>	<b>(201)</b>

- All employee categories experienced a decrease for three consecutive annual periods.
- Regular and Term Regular employee headcounts have decreased by 100 employees in the last three years. These types of positions generally create the largest savings because these include benefited (staff and leave benefits) employees.
- Temporary staff, adjuncts and students also decreased by approximately 100 employees. This category of employee typically results in less significant savings since these are not benefited employees. However, decreases in this group may result in savings that can be realized more quickly, since ceasing contract renewals is a relatively prompt/immediate action.

# University of Alaska Fairbanks



## Process Improvement & Training (PIT) Crew Results Report

November 2015

In partnership with:



**MANAGEMENT AND BUDGET**

University of Alaska Fairbanks



## Introduction: UAF Process Improvement & Training (PIT) Crew

UAF made efforts in FY12 to institutionalize campus-wide process improvement (PI) efforts by creating the Office of Management and Budget (OMB), which is the home of UAF PI. Fifteen staff members have gone through extensive training to become qualified process improvement facilitators (the PIT Crew) who guide each project team. Since 2012, the PIT Crew has facilitated six major campus-wide initiatives and over 15 shorter efficiency projects.

Although a PIT Crew facilitator coordinates the activities for each project, improvement is best driven by the process owners and those that are experts in the work or understand the business needs. The process improvement teams are made up of UAF employees working in the process for each project who bring detailed knowledge to the table. Projects are chosen based on institutional impact, focusing first on processes that are known to cause broad-based frustration to customers. Once projects are complete, final implementation activities are often turned over to steering committees (for leadership decisions/support) and the process owners/responsible offices that put solutions into place with assistance from PIT Crew on an as-needed basis.

The tools used by the PIT Crew for each PI project include: 1) process workflow mapping or flowcharting, along with 2) implementation planning and project management to achieve results. The facilitators utilized a Process Advantage® framework developed by Professional Growth Systems (PGS) for many of the projects.

The UAF PIT Crew facilitators are:

Lillian Anderson-Misel, Geophysical Institute  
Mike Cox, Facilities Services  
Mike Earnest, Office of Admissions & Registrar  
Faye Gallant, Office of Management & Budget  
Margo Griffith, Office of Human Resources  
Jennifer Harris, School of Fisheries & Ocean Sciences

Pamm Zierfuss-Hubbard, Auxiliary & Contract Services  
Ashley Munro, Financial Aid  
Julie Queen, Office of Management & Budget  
Kris Racina, Student Services  
Dave Read, Geophysical Institute  
Gabrielle Russell, Rural Student Services  
Briana Walters, Office of Management & Budget

UAF community members and project participants have highlighted the success of the PIT Crew efforts and framework:

**Breaking down barriers between units:** “The process improvement efforts have provided clarity, transparency and most importantly improvements on both sides.”

**Empowering staff:** “It’s ongoing now - the process bleeds over to daily aspects of my job and within my department, allowing me to think outside the box when it comes to finding solutions.”

**Supporting change:** “Change is being promoted from daily users not just from the top down, creating a feeling of partnership with administration.”

**Improving customer service:** “Customers love that they don’t have to come down here or walk a paper around for signatures.”

**Encouraging open communication:** “Our communications, project management, and customer satisfaction has improved tremendously. This would not have happened without the help of our facilitators walking us through this process.”

## Highlights from Major Initiatives

### Grant Award Set-Up

- Campus-wide impact: \$150k per year in cost avoidance or savings
- Average award set-up time reduced from 11 to 2 days
- Greater use of electronic workflows, routing, and document storage
- Researchers can now get to work and spend funds on a sponsored project more quickly

### HR Pre- Recruitment

- Campus-wide impact: \$160k per year in cost avoidance or savings
- Reduced time for direct appointments from 30 to 3 days, identified and established consistent routing and approvals for each VC level
- Moving to a new systemwide recruitment, performance, and training system
- Faster and more professional hiring puts UAF's best foot forward, increasing our ability to recruit the highest quality applicants

### Procurement

- Campus-wide impact: Approx. \$20-60k per year in cost avoidance or savings
- Increased transparency, training, and access for unit level and procurement staff, automated status updates throughout process
- Reducing manual university credit card administration
- Faster movement from request to purchase order allows UAF faculty, researchers, and staff to perform operations more efficiently

### Travel

- Campus-wide impact: \$40k per year in cost avoidance or savings
- Exploring new system for travel booking and expense management
- Streamlining travel card management and increasing flexibility to reduce out-of-pocket expense for UAF travelers
- Exploring more audit-focused review of UAF travel to allow travelers to focus on teaching, research, and outreach and less on administration

### Results

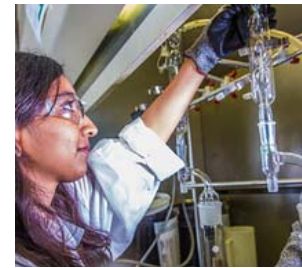
- Total impact campus wide for PIT Crew to date: \$474,000 per year in resources including effort, and new revenue potential

## Sponsored Award Set-up: GPS (Grant Process Solutions) Team

### *Situation*

The GPS team set out to streamline the grant award setup process, reducing the time between notification of an award and when the researcher can start spending funds from upwards of 30-60 days to five working days. Specific problems included:

- Inadequate documentation, forms not intuitive
- Lack of standardized training and infrequency of training
- Pre-Award and Post-Award disconnect
- Insufficient time to complete review
- Lack of timely response, follow-up and transparency
- High potential for error/unclear resources
- Redundancy/duplication of work
- Difficulty in technology tools, inability to fix errors



### *Solution*

The team's recommendations to its steering committee included:

- The integration of the Office of Sponsored Programs (OSP) and the Office of Grants and Contracts Administration (OGCA)
- An electronic repository for all proposal and award documents
- Eliminating the budget request form (BRF), reducing the paper submission process and several steps to review and key grant budgets into the Banner system
- Increasing training for units and researchers and reducing silos between stakeholders

In Phase 2, OGCA implemented the recommendations from Phase I while creating an integrated OGCA with a lifecycle approach for project management from proposal to award closeout.

- Created monthly research administration trainings (G-CReATE) for faculty, staff and students
- Established regular "harmonization meetings" to aid cooperation between groups
- Implementing the InfoEd modules for pre-award (SPIN, Proposal Development & Tracking)

### *Results*

The teams' solutions resulted in 92 percent of awards being set up within 5 days (2 day average) vs. prior 11 day average. This savings of 9 business days in processing time increases researchers' ability to hire, spend, and recover indirect costs as revenue. Two positions were eliminated through attrition and reorganization. In addition, the integrated office approach has allowed for cross-training, a team life-cycle approach and improved customer service and compliance.

*Time: reduction in average set-up  
from 11 to 2 days*

*Monetary: yearly savings/cost  
avoidance total of \$150,000*

### *Team members*

GPS Team (Phase 1): Wanda Bowen, OGCA; Deby Chapman, Center for Research Services; Nickole Conley, CEM/INE; Kim Cox, IARC; Janet Daley, GI; Angela Gies, SFOS

Implementation Team (Phase 2): Rosemary Madnick, OGCA; Andrew Gray OGCA; Teri Langton OGCA; Samantha Aleshire OGCA

PIT Crew Facilitators: Dave Read and Mike Cox

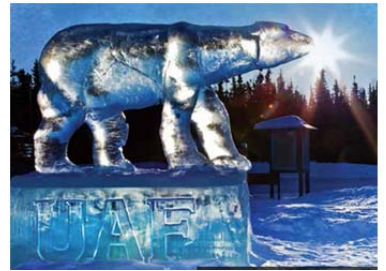
## HR Pre-Recruitment: HIRED (HR Internal Recruitment & Design) Team

### *Situation*

The existing recruitment process was known to be overly complex and slow, hindering department action in a timely manner and leaving a poor impression on candidates for employment. The process has high impact and high visibility across campus.

The problems in the existing recruitment process included:

- Cumbersome, inflexible processing unable to accommodate quick seasonal hires
- Redundancy in workflows
- Outdated software (UAKJobs) with inadequate document storage space slowing response time, and lack of reporting tools for vital statistics or equal opportunity demographics, contributing to increased institutional risk
- Delayed or failed searches due to lengthy process, resulting in loss of qualified candidates to other opportunities
- Frustrated stakeholders and process inconsistency



### *Solution*

- The HIRED team standardized the approval, routing and corresponding signature authority memos at each Vice Chancellor level. They also improved trainings and extended the UAKJobs time-out period to avoid the loss of unsaved work in the system. These changes resulted in more efficient and timely transactions in UAF HR, allowing two vacated positions to be eliminated.
- The team streamlined the direct appointment process reducing processing time and eliminating unnecessary review. This improvement resulted in reducing turnaround time on direct appointments from 30 to 3 days on average; increased use of recruiting pools also contributes to this metric.
- The team is currently implementing a new recruitment, learning and performance management system (PageUp), which will replace the aging UAKJobs system and is expected to reduce processing time for recruiting and employee onboarding, improve transparency, reduce duplicate entry of employee data, require fewer workarounds and improve reporting in critical areas.

### *Results*

*Time: reduced direct hire time  
from 30 to 3 days*

*Monetary: yearly savings/cost  
avoidance of \$160,000 to date*

### *Team members*

HIRED Team: Derek Bastille, OMB; Inna Conner, UAF HR; Margo Griffith, IAB/UAF HR; Shelly Hall, UAF HR; Donna Laiti, GI/UAF HR

Implementation Team: Margo Griffith, UAF HR; Brad Lobland, UAF HR; Derek Bastille, OMB

PIT Crew Facilitators: Julie Queen, Libby Eddy and Faye Gallant

## Procurement: SUPER (Streamlined, User-friendly Procurement and Efficient Requisitioning) Team

### Situation

Faculty, research, and staff were frustrated by the long and complex process involved in making a purchase. The team worked to reduce or eliminate the following problems:

- Insufficient information and lack of communication
- Overall process not user-friendly, lack of training
- Experts brought to the table late in the process
- Too many reviews/approvals, many redundant steps
- Lack of accountability/consistency/transparency

### Solution

The team streamlined the process beginning with a request to buy something within a department, ending with issuance of a Purchase Order (PO) at the UAF Office of Procurement & Contract Services (P&CS).

- Implemented automated banner notification emails, which eliminated repeated phone calls or status enquiries. Empowered unit personnel to respond to researchers
- Automatically assigned PO numbers which enabled full use of Banner's automated features and eliminated unnecessary manual work
- Expanded the Procurement Technician (PT) program, increasing authority and system access for highly trained staff in high volume departments
- Moved to electronic routing and storage of POs, eliminating manual paperwork and filing, and reducing processing time by 60 hours/year per department with PTs
- Increased ProCard functionality by allowing travel expenses and increasing purchasing limits, while reducing institutional liability by consolidating multiple cards
- Delegated authority for insufficient funds (NSF) overrides to unit business officers and allowed for setting the budget control at a higher level, which reduces the number of NSF errors in the system and allows for such errors to be addressed more quickly



### Results

*Time: reduce manual steps and increase ProCard functionality*

*Monetary: \$40,000 in savings in addition to increased rebates*

### Team members

SUPER Team: Kara Axx, Facilities Services; Roberta Hamilton, SFOS; Kari Haschke, GI; Denise Moe, P&CS; Terry Rahlfs, P&CS; Kristin Elieff, OIT; Scott Snedden, P&CS

Steering Committee: John Hebard, P&CS; Deb Moore, P&CS; Raaj Kurapati, Financial Services

PIT Crew Facilitators: Faye Gallant, Margo Griffith and Jennifer Harris



## Travel: TRIP (Travel Representatives Improving Processes) Team

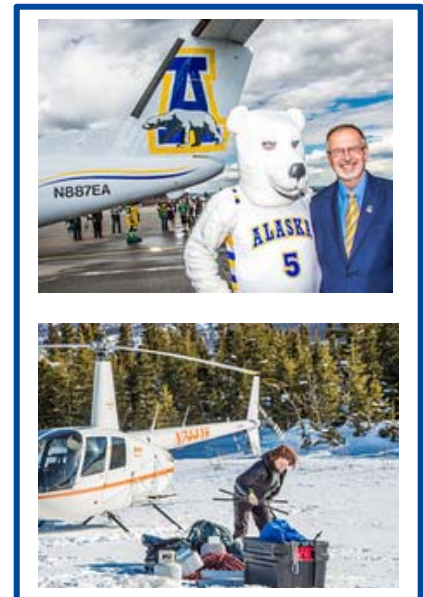
### *Situation*

The UAF community has been frustrated by the processing time for travel authorizations and reimbursements. As the travel industry moved to online efficiencies, such as online check-in, electronic boarding passes, and emailed receipts, UAF took steps to understand its manual and paper processes to more easily keep up with a traveler's needs.

### *Solution*

UAF is continuing efforts to improve the travel management process in FY16-17, in conjunction with systemwide efforts, by:

- Increasing use of ProCards for lodging and other travel expenses reduces the burden on travelers, increases rebates, speeds up processing, facilitates volume discounts and eliminates bed tax expenses; this reduces exemption processing efforts by an estimated 100 hours/year
- Moving to a one-card system for travel and procurement, streamlining administration of these cards while reducing institutional liability
- Enabled electronic document upload in current travel system, easing manual submissions
- Exploring a new travel booking and management tool, Fall 2015
- Evaluating audit thresholds
- Piloting shared service center for travel, led by interested UAF units



### *Results*

*Time: avoidance of 100 hours/year in exemption processing*

*Monetary: \$40,000 in tax savings in addition to increased rebates*

### *Team members*

TRIP Team: Jared Dillbeck, SFOS; Dawniel Dupee, SNRE/OFA; Karina Gonzales, SFOS; Denise Irish, Athletics; Geoff Jacobs, OFA; Sarah Lanstra, GI; Serena Likar, VCR  
Steering Committee: Raaj Kurapati, Financial Services; John Hebard, P&CS  
PIT Crew Facilitators : Ashley Munro, Jennifer Harris and Margo Griffith

## Proposal Development: Premier Unit-led Shared Service Center

### *Situation*

Turnover in distributed proposal development offices left some units with critical vacancies and a loss of institutional knowledge, which negatively impacted researchers' ability to submit high quality proposals in a timely manner. Additionally, workloads in the pre-award/proposal phase can be highly variable in any one research area depending on sponsor deadlines, creating a boom-bust environment that makes it difficult to efficiently manage staff time.

### *Solution*

Several research units at UAF, with assistance from the PIT Crew, piloted a shared service model to address these concerns. This model has been successful and is now being applied to other functional areas. The shared service model for proposal development resulted in an increase in the volume and quality of proposal submissions as well as increased efficiency and expertise.

### *Results*

The office projected a proposal output increase of 162 over FY14. The initial savings equated to  $\frac{1}{4}$  position and \$15,000/year in single unit efficiencies, with one position and \$60,000 in savings system-wide. As these positions are often high turnover, the shared office creates a higher degree of institutional knowledge and consistent service. This increases UAF's consideration for awards in an increasingly competitive environment.

Using current award rates, the office estimates UAF researchers are able to submit additional proposals equivalent to \$2 million in potential new revenue. Direct benefits include:

- Increased ability for administration to plan workload while meeting agency deadlines
- A robust depth of staffing and expertise to meet high submission volume to single agency calls
- Structure that successfully navigates unplanned staffing outages and turnover while providing uninterrupted & seamless proposal submission and excellent customer service in a complex regulatory environment
- Internal professional development & promotional opportunities for staff within the office and retention of specialized skill-sets

*Monetary: yearly savings of \$60,000 with \$2M in potential new revenue*

*Functional: a new unit-led model for doing business with greater efficiency*

### *Participants*

Led by Dave Read (GI, PIT Crew) and Jennifer Harris (SFOS, PIT Crew); Matt Seymour, CNSM; Michelle Pope, SNRE. Office of Proposal Development managed by Erin Albertson  
PIT Crew Facilitators: Julie Queen and Faye Gallant



## Continuing Improvement: Projects in Process

The PIT Crew manages its project portfolio to ensure results can be achieved, and works to evaluate new projects and assist with campus improvements on a regular basis.

### *Administrative: Training and Employee Development (TED)*

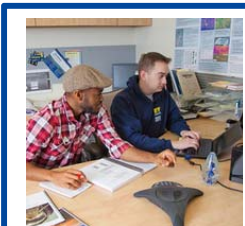
Summer 2014 - Winter 2015/16

The TED team is working to improve training delivery and tracking for UAF employees. Target outcomes include: trainings available online in one easy to find place, clearly defined pathways for employees to train (from initial onboarding through professional development), and improved tracking and reporting of training so that employees and supervisors can easily tell what they need, when they need it.

Team members: Jessica MacCallum, Office of the Bursar; Debra Kouda, OIT; Gary Bender, OIT; Kimberly Knudsen, EHS&RM; Melissa McDonough, OFA/IAB; Michelle Littell, P&CS; Melissa Parks, OGCA; Andrew Gray, OGCA; Teri Cothren, UAF HR

Steering Committee: Martha Mason, OIT; Frances Isgrigg, EHS&RM; Brad Lobland, UAF HR; Raaj Kurapati, Financial Services

PIT Crew Facilitators: Ashley Munro and Faye Gallant



### *Research: Land Permitting*

Fall 2015 - Spring 2016

The research directors indicated the number one area in which they would like to see improvement is faster turn-arounds on land use permits. Specifically, this project will focus on clarifying and streamlining the permitting and university risk processes from a research perspective. Target completion is scheduled to utilize improvements in the 2016 field season.

Team members: Debbie Coxon, GI; Dian Siegfried, UA Land; Tina Schimschat, UA Land; Frances Isgrigg, EHS&RM; Jay Jones, IAB; Jeff Freymueller, GI; Emily Youcha, INE; Bob Busey, IARC; Jamie Hollingsworth, IAB; Mike Abels, IAB

Steering Committee: Larry Hinzman, Research; Michelle Rizk, UA Strategy, Planning, and Budget; Kari Burrell, Administrative Services

PIT Crew Facilitators: Margo Griffith, Jennifer Harris and Lillian Anderson-Misel

### *Student: Refund Improvement Process (RIP)*

Spring 2015 - Winter 2015/16

The purpose of this team is to improve customer service, create a better student experience and staff work environment by streamlining and automating the refund process to decrease refund wait times and increase clarity for students related to billing and refund processes. Intended outcomes include an automatic, electronic process for the majority of refunds, improved training, improved communication with students, transparency, and a refund processing time of three business days.

Team members: Amanda Wall, Bursar; Mark Steel, OFA; Kaitlin Tom, student; Caitlin Kaber, OAR; Jolie Phillips, CTC; Julie Parhsall, Financial Aid; Holly Sherouse, OAR; Kim Runnion, eLearning

Steering Committee: Raaj Kurapati, Financial Services; Kris Racina, Student Services

PIT Crew Facilitators: Jennifer Harris, Dave Read and Gabrielle Russell



## Shorter Efficiency Projects & Results: Implementing Faster Solutions

Not all projects require year-long engagements. PIT Crew facilitators are often tapped to help groups with targeted solutions on a faster timeline, then responsible offices are able to implement change.

### *Student Services and Support*

- Student Customer Relationship Management (CRM) software for applications, recruiting, enrollment, and advising: mapped current and ideal processes to aid vendor implementation
- Wood Center visioning: established core values in student-centric service area made up of diverse components. Will be a central part of future Wood Center planning activities, incorporating student traditions of the past with new ideas to meet future goals
- Electronic tuition waivers: implemented electronic forms with e-signatures and automatic routing to reduce manual processing and improve transparency and reporting
- NCAA compliance: mapped the process of certifying athlete eligibility to mitigate risk of violations



### *Research and Academics*

- Sikuliaq: created clear and transparent recharge accounting processes to meet agency requirements for annual ship operations of \$16M
- Shared services: Office of Proposal Development (OPD) and new shared travel hub to provide consistent, unit-led, quality service

### *Administrative Functions*

- Activity codes: integrated activity codes with the web timesheet, expanded access and improved reporting
- Campus events: integrated review process with campus events coordinator, established communication process and website, adopted single point of contact and event software system
- Title IX processes: mapped current process and facilitated development of new process to ensure compliance and manage/reduce risk of future violations
- Process Mapping 101 for Employee Development Day: trained UAF employees in the basics of process mapping and change management strategies
- AiM for Facilities Services: implemented asset management software to streamline facilities activities, reduce overtime expenditures, increase processing capacity, and improve audit compliance
- Marketing & Communications intake and workflow: implemented Basecamp software for project management, developed web-based project intake form, and established lead intake/triage role

## Shorter Efficiency Projects & Results: Implementing Faster Solutions

### *Administrative Functions, continued*

- Electronic representational allowances: implemented electronic forms to reduce manual processing and improve transparency and reporting around campus entertainment expenses
- Memoranda of Understanding/Memoranda of Agreement (MOU/MOA) database: created new policies to reduce risk and implemented an electronic database to store fully executed agreements in a central location, and easily search/find agreements across university units
- Office of Equal Opportunity & Diversity: mapped the internal processes and procedures for incoming director to clarify roles and responsibilities of office
- Journal Voucher (JV) Workflows: automating JV submission, processing, and storage to reduce manual and duplicate data entry, reduce paper routing and time delays, and improve transparency

### External Support: PIT Crew as a Resource

The PIT Crew has assisted external groups in an effort to help bridge the communication gaps between the State of Alaska, University, and Alaska public.

- PIT Crew members were recruited by PGS to facilitate active work sessions, sponsored by the Governor's office and State of Alaska Office of Management & Budget, to convey state budget information and gather constituent feedback
- PIT Crew members work as UAF representatives in local and regional activities, increasing university partnerships and community support, which aligns with Shaping Alaska's Future themes

### Looking Ahead

In the coming months, the PIT Crew is serving as a partner in the following initiatives:

- Engaging with the UA System office to explore shared service options, and/or opportunities for outsourcing, in addition to transforming access and controls related to technology systems
- Participating in State of Alaska discussions exploring efficiencies and shared service models across government agencies
- Employee engagement surveys, initiatives, and outcomes
- Coordinating with PGS and university leadership for Chancellor's priority projects
- Other projects based on campus demand


For more information about the PIT Crew or projects in this report, please visit [www.uaf.edu/omb](http://www.uaf.edu/omb).

**UAF**  
**UNIVERSITY AND  
STUDENT ADVANCEMENT**

University of Alaska Fairbanks  
P.O. Box 757510, Fairbanks, Alaska 99775-7510

**Mike Sfraga, Vice Chancellor**  
907-474-2600  
907-474-7722 fax  
mike.sfraga@alaska.edu  
www.uaf.edu

TO: Brian Rogers, Chancellor

FROM: Mike Sfraga 

SUBJ: Organizational Changes: Student Life

DATE: March 12, 2015

As you know, Don Foley has informed me of his decision to retire; his last day of employment will be June 12, 2015. Don's decision allows for an expedited approach to changes already in discussion to UAF student life programs and related staff allocations, as well as the USA organizational structure.

Last fall Don and I discussed the considerable increase in judicial matters his office handles and the added workload and coordination required under the new Title IX law. As Associate Vice Chancellor for Student Life and Dean of Students, Don's workload increased to a point where he and Amber Cagwin (Coordinator, Student Services) have their days fully subscribed. Because our financial environment does not allow for increased staffing in this area, a shift in organizational responsibilities within USA is necessary. Therefore, we agreed to narrow the scope of his office so that his time, and that of Amber's would focus on judicial services and Title IX issues and coordination with Mae Marsh and her staff.

Don's decision to retire has led me to expedite a reorganization that would result in the following actions (a transition will occur throughout the remainder of the spring 2015 semester):

- 1) Reconstitute the position of Associate Vice Chancellor/Dean of Students to Dean of Students. The position will focus on judicial services and Title IX. The position will no longer supervise the following areas: Residence Life, Health and Counseling, Disabilities Services, and Wood Center. Notification of recruitment for this position will be presented to the Cabinet and begin shortly.
- 2) Associate Vice Chancellor Kris Racina will assume responsibility for the areas noted above, in addition to those she already supervises. Her direct reports will be: Office of Admissions and the Registrar, Veterans Resource Center, Dining Services, Bookstore, Residence Life, Health and Counseling, and Disabilities Services. These changes aggregate most student life functions under one Associate Vice Chancellor.

- 3) Ali Knabe, Executive Officer will assume responsibility for the Wood Center. Ali's direct reports will be as follows: USA Financial Services, DRAW, and Wood Center. The incorporation of WC into Ali's current portfolio allows for a more dynamic, entrepreneurial, and integrated approach to student activities and related auxiliary opportunities with regard to the WC Front Counter, Bowling Alley, and the Pub. Lydia Anderson, long-time director of WC has also announced her retirement at the end of the fiscal year. This change provides an opportunity to review all of WC's programs and auxiliary services in the expectation that we can create a more dynamic environment for our UAF community while identifying and institutionalizing new revenue generating strategies (e.g. WC Pub, colocation of the UAF Bookstore, expanded commercial and food service opportunities, etc.). Ali has demonstrated considerable leadership and success creating DRAW and managing related Patty Center facilities (Patty Ice Arena, Patty Pool, Outdoor Ice Skating Rink, Outdoor Climbing Wall, and the Hulbert Nanook Terrain Park); I am confident she will transform the Wood Center Student Union and related programs.

Staff and programs impacted by these changes have been consulted and made aware of the pending reorganization. A more formal, coordinated, and public announcement regarding these changes will be forthcoming.





Kari Burrell  
Vice Chancellor & Executive Officer  
(907) 474-7907  
kburrell@alaska.edu  
[www.uaf.edu/adminsvc](http://www.uaf.edu/adminsvc)

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

## MEMORANDUM

DATE July 20, 2015  
TO Raaj Kurapati, Associate Vice Chancellor for Financial Services  
Julie Queen, Office of Management & Budget Director  
CC Brian Rogers, Chancellor  
OMB Staff  
FROM Kari Burrell, Vice Chancellor for Administrative Services  
RE Organizational move of the Office of Management & Budget

*Kari Burrell*

---

As we have discussed, effective the beginning of this fiscal year 2016, the Office of Management & Budget (OMB) reports directly to the Vice Chancellor for Administrative Services.

The purpose of this organizational realignment is to better reflect the full scope and role of OMB within the UAF structure. As OMB works to lead budget, planning, and process improvement efforts at UAF, the role is not purely a financial function and OMB should have additional independence in making recommendations.

This change in reporting structure does not entail any change to OMB's mission or services. It is my intention also that OMB will continue to collaborate closely with the units in Financial Services.



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

Kari Burrell  
Vice Chancellor & Executive Officer  
(907) 474-7907  
kburrell@alaska.edu  
www.uaf.edu/adminsvc

## MEMORANDUM

DATE July 20, 2015

TO Raaj Kurapati, Associate Vice Chancellor for Financial Services  
Rosemary Madnick, Director, Office of Grants and Contracts Administration

CC Brian Rogers, Chancellor  
OGCA Staff

FROM Kari Burrell, Vice Chancellor for Administrative Services

RE Organizational move of the Office of Grants and Contracts Administration

*Kari Burrell*

---

As we have discussed, effective the beginning of this fiscal year 2016, the Office of Grants and Contracts Administration (OGCA) will report to the Associate Vice Chancellor for Financial Services instead of directly to the Vice Chancellor for Administrative Services.

The purpose of this realignment is to promote closer ties with other UAF organizational units that have similar important financial management and regulatory compliance roles.

This change in reporting structure does not entail any change to OGCA's mission or services. I am hopeful, however, that this change will enable both OGCA and the other units in Financial Services to identify synergies which will allow all of them to better weather our current tighter budget realities.

# **Transforming the University of Alaska's Statewide Office**

**Statewide Transformation Team Report  
Submitted to  
President Jim Johnsen**

**September 2015**

**Team members:**

Bruce Schultz, UAA Vice Chancellor of Student Affairs

Rashmi Prasad, UAA Dean College of Business and Public Policy

Nettie LaBelle-Hamer, UAF Associate Vice Chancellor for Research, Director Alaska Satellite Facility

Julie Queen, UAF Director Office of Management and Budget

Michael Ciri, UAS Vice Chancellor Administrative Services

Maren Haavig, UAS Assistant Professor of Accounting, Senate Faculty President

Carla Beam, UA Vice President University Relations, President UA Foundation

Michelle Rizk, UA Chief Strategy, Planning and Budget Officer

## Table of Contents

I.	The Case for Change.....	3
II.	Purpose and Scope of Work.....	3
III.	Initial Observations by Functional Area.....	7
1.	Offices of the President and Board of Regents.....	7
2.	Finance and Administration (FA).....	7
3.	Academic Affairs and Research (AAR) .....	9
4.	General Counsel (GC) and Risk Services.....	10
5.	Human Resources (HR).....	11
6.	Strategy, Planning and Budget (SPB).....	12
7.	University Relations (UR) and UA Foundation.....	12
8.	Office of Information Technology (OIT) and Enterprise System Management.....	13
IV.	Conclusions and Next Steps.....	13
Appendices		



## I. The Case for Change

*The University of Alaska's Statewide (SW) office exists to provide leadership, broad policy and strategic direction, and a certain level of support to the three universities in its system. An effective SW entity will be lean, smart, and valued for its service. It will demonstrate clarity with regards to its purpose and system-level strategic direction, foster collaborative decision-making, and help to ensure resources invested in the system are strategically applied.*

*In March 2015, President Gamble established the SW Transformation Team (SWTT) to review the SW office programs and services and make recommendations to ensure SW work is tied to its essential purpose, efficient in use of resources, and effective in delivering results. (See Appendix.)*

*This report identifies SW's essential roles, provides broad analysis of structural, cultural and management issues that will be important for UA's new president and his leadership teams to consider, and it makes recommendations for specific changes to functional areas.*

*The recommendations involve a mix of reductions in functions or positions, changes in the work being done, and changes in work effectiveness. Some observations are focused on specific cultural improvements and customer service. The size and work of SW staff has evolved over time. Healthy levels of state funding and ongoing institutional growth, among other conditions, have led it to where it is today.*

*It is important to note that this review was not commissioned primarily as a budget exercise. The current fiscal climate; the changing education environment in Alaska and nationally; and changing expectations of students, policy makers, and the public made it imperative to transform SW to deliver a strong and sustainable set of core services and functions in support of the entire UA system. That said, certain efficiencies will generate budget impacts at SW and at the universities.*

## II. Purpose and Scope of Work

The team identified four essential roles for SW and distinguished areas of accountability that are the responsibility of the system's three universities.

The four essential roles of SW are:

1. **External Relationships** : serving as Board of Regents (BOR) support and a single system voice when needed
2. **Compliance**: providing legal interpretation and system-level risk assessment
3. **Steward of Shared Strategic Resources**: overseeing assets such as non-educational lands, the UA network, and the consolidated endowment
4. **Leadership, Governance and Strategic Vision**: establishing system-level strategic direction, fostering collaboration to achieve UA mission, and leadership to address conflicting objectives

The universities are responsible for:

1. Direct services to UA components (students, faculty, staff, facilities)
2. University functional operations and transaction processing
3. Maintenance of data that supports individual universities and UA as a whole

The review process described in the next section led to four general recommendations which were applied after reviewing each functional area. These were:

1. Move the function to one (or more) of the system's three universities
2. Restructure the function within SW
3. Modify the function, services and/or positions (may require moving remaining services to a university or another functional group at SW)
4. Maintain current function at SW

### **Review Process:**

The Statewide Transformation Team was formed intentionally, taking into account representation, individual attributes, and collective knowledge and experience. It includes two members each from SW and the three universities. Each team member has the following attributes:

- ability to balance analytical skill with action-orientation
- strategic and creative thinker
- collaborative
- big picture perspective - sees needs of entire system and UA's impact or potential impact on Alaska

Collectively, the team has experience in business and organizational planning, institutional reorganization, process change and improvement, and delivery of services needed to support higher education. Team members are listed on the cover page of this report.

The team's work started with research, reviewing past reports including the Fisher Report (2011) and MacTaggart/Rogers Report (2008). It involved an analysis of the functioning and structure of UA SW as compared with appropriate peer university systems and included interviews with key SW leaders, leadership at the three universities, and leaders at the peer comparator institutions. SW functional leaders were asked to review their areas, providing information on primary functions, changes in staffing and budget between FY11 and FY15, the basis for their function's existence (e.g. policy, Federal or State regulations and laws, accreditation requirements), impacts of not doing the function, and recommendations on improvement or change to the function. SW governance solicited input from staff on efficiencies and improvements. Finally, the information gathered from functional leads was assembled into a functional organization chart and further feedback solicited. (See Appendix).

In addition to reviewing key functions, roles, and staffing levels, the team identified other important areas through which to understand and assess the structure and functioning of SW. These included:

1. ***Organizational culture and management mindsets***: Do the shared values, norms and management mindsets of SW staff reinforce a service culture in meeting the needs and

priorities of the universities and working collaboratively with them to establish rational system-level policies?

2. **Decision-making processes and levels:** Does SW function in a way that supports clear and effective decision-making and execution at the universities?
3. **Informational model:** Does SW enable an informational model which optimizes decision-making, delegated to appropriate levels in the context of shared governance at the three universities?

### **Observations on Organizational Culture, Management Mindset and Decision-making:**

A prevailing observation that emerged from discussion with SW leadership, university leaders, governance, and team members' anecdotal experiences was the lack of clarity on the part of a majority of SW functional leaders regarding SW's essential purpose. In fact, the absence of a SW mission statement was noted by the team.

When functional leaders were asked to speak to their function's purpose, the dominant response was "compliance." Few made mention of serving the system's three universities and nobody connected to the broader mission of the UA system. (*The University of Alaska inspires learning, and advances and disseminates knowledge through teaching, research, and public service, emphasizing the North and its diverse peoples.*)

This lack of clarity has resulted in:

- absence of a shared purpose within SW
- silos, both within the SW office and between SW and the three universities
- lack of clarity with regard to decision-making – who has responsibility and authority, who should be consulted and informed (RACI) – this will require a review of formal and informal governance groups and how they interact, or do not interact, with one another
- a lack of trust leading to a command and control style and an absence of collaboration between departments at SW and between SW and the universities
- in some departments/units within SW the absence of a service mindset
- arbitrarily-determined decision-making and veto power at multiple levels
- trouble agreeing on appropriate levels of risk
- frustration related to the tension between data integrity and data security/system access
- the inability to gain support for initiatives or move projects through the SW offices on a timeline that keeps pace with the speed and/or needs of business

These issues, if not addressed, will undermine the system's ability to be innovative, excellent, and resilient. If successfully managed, they will catalyze the system and employees at SW and the three universities to meet the ever evolving education, workforce development, and research needs of Alaska and fulfill the UA's commitment to attaining the effects contained in Shaping Alaska's Future.

**Requirements for Success:**

The team recommends consideration of the following requirements for success as transformation options are implemented:

**1. *Any reorganized and remaining SW functions need to reflect a culture change in addition to any structural changes***

- a. shift from a model of control to one of facilitation and support
- b. service to and active collaboration with universities must be incorporated into SW mission and management philosophy

**2. *Transfer of a function to a university cannot be a ‘throw it over the fence’ maneuver***

- a. shared SW and university leadership discussion and decision-making will be required in order to agree on a transition plan and timeline for implementation, with expected results
- b. transfer of Full Time Equivalents (FTE) or staff involves buy-in and clarity -- universities must have the option to rehire and organize as they see fit to meet the needs and manage the function in the declining budget climate -- universities should have the authority to determine appropriate salary levels based upon restructured function
- c. resources to cover operating and labor costs should be transferred with functions at a rate or level that is mutually agreed between SW and the university that assumes the function
- d. functions transferred to a university must be managed on behalf of the UA system to provide system-wide support -- a plan to ensure this happens should be developed and agreed upon by the three universities prior to shifting functions
- e. a “lift and shift” model may not be most effective as functions are transferred, some functions may require full restructure in order to gain efficiencies and/or be sustainable in the current fiscal climate

**3. *Functions reduced or moved to a university need to be discontinued at SW***

- a. if a university takes on a function, it will own operational and governance responsibilities for that function, include appropriate infrastructure or access to systems
- b. the eliminated function should not be recreated elsewhere in SW

### III. Initial Observations by Functional Area

*In some functions, certain recommendations have already been implemented or are in process. These involve situations where functional leads took advantage of opportunities, as they occurred, to implement streamlining opportunities. In December, President Johnsen, will make decisions on the recommendations and an implementation plan will be developed. Implementation will begin January 1 and will be completed by July 1, 2016.*

*The essential roles listed below are those the team believes should be the purview of each functional area, not necessarily the role(s) currently held.*

#### 1. Offices of the President and Board of Regents

**Essential Roles:** External Relationships, Compliance, Steward of Shared Strategic Resources, Leadership, Governance and Strategic Vision

**Summary:** Reorganize this function within SW to improve efficiency and collaboration between the two offices, and consider moving some Board of Regents (BOR) local support functions to the universities.

**Recommendations for Consideration:**

- a. Reorganize administrative functions to improve efficiency and sharing of resources and knowledge, and to provide better integration with other departments.
- b. Eliminate less than 1/2 time temporary coordinator position and distribute administrative work to other departments within SW with existing capacity, or utilize a shared service model for administrative support.
- c. Use co-located administrative assistants (e.g. VP Academic Affairs and Research (AAR) admin.) as backup to President's assistant, providing professional growth opportunities and succession planning.
- d. Consider processing travel and procurement requests through existing administrative hubs or staff in other departments (e.g. Office of Information Technology (OIT) business office, General Counsel's office, a shared model among co-located VP level administrative assistants).
- e. Use local (university-based) videoconferencing and administrative support for BOR meetings.
- f. Consider eliminating the temporary housing manager and using an on-call employee as needed for events.
- g. Evaluate the need to hire a special events coordinator who might also serve as a backup in providing travel and procurement services. Assess if position would be full or part time.
- h. Reassign Shaping Alaska's Future Office work to President's Office (see further information in Strategy, Planning and Budget section).

#### 2. Finance and Administration (FA)

**Essential Roles:** Compliance, Steward of Shared Resources

**Summary:** Move certain operational functions to the universities with an agreed upon transfer of resources to provide the functions on behalf of the UA system. Some unique finance and investment functions can only be performed at the UA system level. However, several of these areas should be moved to other SW units/departments for improved efficiency and to reduce the level of duplicate staffing and effort associated with similar work. Additionally, this group recommends that a few functions, currently housed in other areas of SW, be transitioned to FA for better internal alignment of similar duties.

### **Overarching Recommendations for FA:**

- a. Examine current level of risk for some specific reporting functions and related staffing including effort/time dedicated to some tasks -- determine if SW is over-resourcing some functions (or under-resourcing).
- b. Refine FA work to align with governance/policy role of SW, moving operational functions to the universities or other SW offices where operational functions overlap.
- c. Eliminate duplication of technology system management and functions by centralizing and coordinating these functions within SW OIT. Expand access and responsibility for management of operational finance technology systems, permissions, and enhancements/projects to the universities.
- d. Move policy functions of Risk Services (e.g. insurance, claims) into FA. Move operational risk functions to the universities. (See further information in General Counsel and Risk Services section.)
- e. Consider moving Human Resources policy functions under FA after streamlining to focus on policy level issues. (See additional recommendations in Human Resources section.)
- f. Evaluate the number of senior leadership positions.

### **Recommendations for Consideration by FA Division/Department:**

#### *Audit and Consulting Services*

- a. Maintain policy functions.
- b. Regularly review audit staffing levels and adjust staffing to match level of acceptable risk, potentially no less than a three-year review cycle.
- c. Ensure adherence to annual audit plans by minimizing ad hoc internal audits.
- d. Use audits as a tool to evaluate management practices and decisions, not to police universities. This will require a continued focus on building and maintaining trust.

#### *Controller (Financial Systems, Fund Accounting, Cost Analysis)*

- a. Transition enterprise management operations to OIT and project management and system enhancements access/controls to the universities with SW Financial Systems serving as a collaborative partner rather than a system or data owner.
- b. Move Banner/other Finance system security and access management to the universities and OIT. Coordination and collaboration among the three universities and SW should be used to manage this.
- c. Maintain role as custodian of system institutional data and definitions, but clarify who holds responsibility for making decisions about data integrity and definitions. Involve SW and the universities in a discussion to determine if responsibility belongs at SW, with the universities, or is shared equally.
- d. Maintain Financial Systems, Fund Accounting, and Cost Analysis roles at a policy and oversight level, ensuring that information is transparent, accessible/available, and reporting is a shared responsibility with the universities.

### Records and Information Management

- a. Remove from FA, limit to policy level role and move to OIT where Security Oversight functions already exist.
- b. Examine senior management positions and consider transitioning technical management functions to a senior level lead position.
- c. Move management of the OnBase system to the universities, aligning with the role they already play in operational support and use. Maintain higher level system and maintenance in SW OIT.

### Finance and Investment Management (Foundation Accounting, Treasury Services, Education Trust of Alaska, Fund Management)

- a. Analyze level of management needed for development and oversight of prudent SW and Foundation investment strategy.

### Procurement

- a. Eliminate Chief Procurement Officer position at SW and move function to a university.
- b. Note: while this position is stipulated by law, there is no requirement that it be located at SW. AS 36.30.005 identifies the purpose as "meeting its responsibility to maintain fair and reasonable procurement practices throughout the university system."

### UA College Savings Plan and UA Scholars Program (including system-based scholarships)

- a. Maintain only the finance and investment functions for the UA College Savings Plan in FA.
- b. Move oversight of student-centered programs, including associated external relationships, to SW AAR.
- c. Have SW AAR coordinate with the universities and SW Office of Public Affairs on outreach activities in order to keep student-centered programs more closely coordinated with university-delivered student services.

## **3. Academic Affairs and Research (AAR)**

**Essential Roles:** External Relationships, Compliance, Leadership, Governance and Strategic Vision

**Summary:** Maintain those areas that fulfill essential roles, but eliminate or move programmatic and student-centered operational functions to the universities.

### **Recommendations for Consideration:**

- a. Maintain leadership of educational policy issues at SW. Assess where it is best located.
- b. Transition K-12 Outreach to the universities. Streamline where appropriate.
- c. Move workforce development programs to the universities.
- d. Maintain system-level workforce development relationships (e.g. Alaska Workforce Investment Board) at SW to ensure alignment with Shaping Alaska's Future. Clarify, remit and assess proper placement of function.
- e. Maintain leadership role for system-level industry-related policy decisions at SW.
- f. Change focus of Student and Enrollment Services to align with essential roles of SW and consider changing the name to Student and Enrollment Strategy (SES), as the term/name “services” implies operational responsibility.
- g. Move student-related services, campaigns and communications to the universities.
- h. Utilize newly-named SES to facilitate system-level student scholarship, and tuition policy development.
- i. Move Alaska Scholars outreach and external relationships to AAR/SES.
- j. Family Educational Rights and Privacy Act (FERPA) policy development should be held at SW and be housed in AAR/SES. FERPA compliance should be managed at the universities.
- k. Maintain system governance as it is currently structured and located.
- l. Transition enterprise management operations to OIT and project management and system enhancements access/controls to the universities, with SW SES serving as a collaborative partner rather than a system or data owner.
- m. Move Banner/other student system security and access management to the universities and OIT. Coordination and collaboration among the three universities and SW should be used to manage this.

## **4. General Counsel (GC) and Risk Services**

**Essential Roles:** Compliance, Leadership, Governance

**Summary:** Maintain General Counsel work focused on legal advice and guidance, contract review, and elevation of issues that require SW leadership or intervention. Move policy-level Risk Services to FA with operational Risk Services responsibilities transitioning to the universities.

### **Recommendations for Consideration:**

- a. Move Risk services to FA, this function is administrative in nature and creates conflicts of interest as currently housed in GC.
- b. Focus SW Risk Services work on policy-related operations (e.g. insurance, claims).
- c. Move operational Risk Services functions to universities (e.g. emergency management, environmental health, safety and loss prevention) to avoid duplication with services already provided at universities.
- d. Evaluate opportunities to streamline SW policy-level Risk Services staff. Evaluate staffing regularly (potentially no less than a three-year review cycle, similar to SW Audit) relative to degree of risk present (e.g. if claims are decreasing, consider needed staffing levels).



## 5. Human Resources (HR)

**Essential Roles:** Compliance, Steward of Shared Resources, Leadership, Governance and Strategic Vision

**Summary:** Consider moving under FA or, if maintained as a standalone function, streamline. Maintain policy level functions at SW. Move operational functions to universities.

### **Overarching Recommendations for HR:**

- a. Consider moving under FA as this is an administrative function.
- b. If moved, consider appropriate level for current Chief Human Resource Officer (CHRO) position. If not moved, streamline with a policy-level focus.
- c. Maintain those functions that are policy-related or require consistency across the system (e.g. labor negotiations, job family structure/market analysis, compensation, health benefits).
- d. Universities can provide operational HR services for SW staff located in their operating areas.

### **Recommendations for Consideration by HR Division/Department:**

#### HR Systems

- a. Maintain a role as custodian of UA HR institutional data definitions; however, discussion is needed regarding who holds responsibility for data integrity and data definitions – is it at SW, the universities, or shared in an equal partnership?
- b. Transition enterprise management operations to OIT and project management and system enhancements access/controls to the universities with SW HR serving as a collaborative partner rather than a system or data owner.
- c. Move Banner/other HR system security and access management to the universities and OIT. Coordination and collaboration among the three universities and SW should be used to manage this.

#### Employee and Student Payroll

- a. Move to universities or consider outsourcing.
- b. Move UA tax accounting for out-of-state and international students and employees to FA.

#### Compensation/Classification and Recruitment

- a. Maintain oversight role for classification and compensation at SW, but work to improve transparency to foster equity and consistency across the system.
- b. Regularly review compensation across job families and between universities including criteria for determining placing executive and senior administrative staff, and conduct market analyses on a scheduled interval, providing this information to the President and the universities.
- c. Consider collaborative hiring – involve university staff on hiring committees for SW positions, this may increase awareness of services/needs across university boundaries and build relationships.
- d. Move recruitment functions to universities with each university providing recruitment support to SW departments in their geographic area.

### Benefits Management, Plan Design and Communication

- a. Maintain health insurance, wellness program, benefit accounting, supplemental benefits design/procurement, and retirement compliance at SW, but consider moving to FA.
- b. If maintained in a standalone HR department, look for opportunities to streamline.

### Labor Relations

- a. Retain at SW, but look for opportunities to secure input from universities in labor relations and agreement implementation.
- b. Consider moving under GC if HR is moved to FA.

### Training and Development

- a. Eliminate function from SW and partner with universities for needed training.
- b. If system standardization is required for particular curriculum, use staff at a lead university to develop. Agreement will be needed among universities to adhere to this standard and track employee training in a consistent (preferably automated) manner.

## **6. Strategy, Planning and Budget (SPB)**

**Essential Roles:** External Relationships, Compliance, Steward of Shared Resources, Leadership, Governance and Strategic Vision

**Summary:** Evaluate operational and external reporting functions that could be moved to universities and continue to explore ways to provide service/share staff with University Relations office for advocacy efforts and other communications related to long term plans and budgetary information.

### **Recommendations for Consideration:**

- a. Eliminate Shaping Alaska's Future Office and reassign work to Strategy, Planning and Budget Office, University Relations and President's Office.
- b. Support University Relations on Federal relations efforts and ensure Federal and State relations are aligned and taking advantage of leveraging opportunities.
- c. Consider reducing State Relations position to a six to nine month contract.
- d. Consider refilling vacant Chief Facilities Officer position, as this position is critical to coordinating and advising on system-wide facilities services needs/projects and is supported by the universities.

## **7. University Relations (UR) and UA Foundation**

**Essential Roles:** External Relationships, Steward of Shared Resources, Leadership, Governance and Strategic Vision

**Summary:** Realignment of certain functions under UR and expectations of the Foundation to assist in coordinating a system-level fundraising effort support a recommendation to decouple the two and eliminate a SW executive position. This will result in cost savings to the university, while enabling greater focus on its role in support of system fundraising.

### **Recommendations for Consideration:**

- a. Move AVP State Relations under the Office of Strategy, Planning and Budget (SPB)
- b. Eliminate the Squire Patton Boggs Federal relations contract.
- c. Create and fill a new AVP Public Affairs and/or Federal Relations position. *Note: Upon retirement of VP UR, this position to report to the UA President.*
- d. Eliminate VP UR position (will occur year-end with retirement of incumbent).
- e. Eliminate UR administrative support position.
- f. Align efforts and explore ways to work together with SPB and AAR in supporting State and Federal relations efforts.
- g. Reassign Shaping Alaska's Future Office work to Public Affairs (see further information in Strategy, Planning and Budget section).

## **8. Office of Information Technology (OIT) and Enterprise System Management**

**Essential Roles:** Compliance, Steward of Shared Resources

**Summary:** IT functions should be evaluated with the overall objective of being policy-centered and focused on creating economies of scale (e.g. maintaining the WAN, core administrative enterprise systems such as Banner, along with the underlying databases). Further discussion and work is needed to implement a consistent strategy for enterprise system management which will help to resolve issues that arose in nearly every functional area.

### **Recommendations for Consideration:**

- a. Maintenance and upgrade functions for Banner should be centralized under OIT and moved out of other SW functional areas. Evaluate if significant portions of the workload can be outsourced or moved to the universities.
- b. Coordination of data definitions and data quality standards should be managed by their respective functional areas in collaboration with the universities.
- c. Enterprise system access control and security provision/management should be handled at the university level.
- d. Projects and system enhancements should be encouraged. While data standards must be maintained system-wide, individual universities should be empowered to innovate and share solutions which means that projects will be developed and implemented either by university staff, or through outsourced contracts for specialized services.
- e. The operational information technology functions for UAF and SW should be managed by UAF. UA should move to a model where host-universities provide core IT services for Statewide staff.
- f. Evaluate the OIT Business Office to see if SW can achieve more value if these areas have the potential to serve all of SW as part of a shared service model for administration.
- g. Continue to look at outsourcing opportunities for IT functions or contracted/hosted services.

## **IV. Conclusions and Next Steps**

The SWTT believes SW has the potential to lead and serve the entire University of Alaska system in a way that will enable rather than hinder excellence. The SWTT believes there is a clear and purposeful

role for SW administration, and through this process, this role has been refined with agreement from the three universities and SW leadership team (i.e. Summit Team). All actions listed here are intended to clarify and strengthen the focused role of SW, and the SWTT would like to see both functional and cultural change take shape over the specified timeline.

A number of people have asked what is different now that will compel implementation of the recommendations. It is clear that the BOR, state policy makers, students, faculty and staff, and the people of Alaska expect change. The current fiscal climate and changing landscape of education require it. Recent transitions in SW and within university leadership provide an opportunity to establish new ways of doing things that will build upon the Summit Team's growing collaborative work. Finally, a well-thought out implementation process with clear accountabilities and timelines will ensure it happens. (See Appendix.)

**Subject:** [SW Staff] Team to Review Statewide Programs and Services  
**From:** uasw-l@lists.alaska.edu  
**Date:** 3/23/2015 8:15 AM  
**To:** uasw-l@lists.uaf.edu  
**CC:**

## Memorandum

**To:** Staff  
**From:** Patrick K. Gamble  
**Subject:** SW Transformation Team Formed  
**Date:** March 23, 2015

The University of Alaska system regularly reviews its programs, services and processes to ensure they are tied to mission, efficient in use of resources, and effective in delivering results. Prioritization efforts, program reviews, the annual budget process and Shaping Alaska's Future are all key drivers of the continuous improvement needed to meet the higher education needs of Alaska. With the fast pace of change in higher education and the state's deepening fiscal crisis, UA's three universities have accelerated the pace of program reviews to ensure the budget reduction decisions they make are aligned with the system goal to maintain as strong a core as possible.

Statewide also took its share of cuts in FY15, but it is now time to conduct an even more thorough review of services and programs. Towards that end, Michelle Rizk has been assigned to assemble a small, agile team to conduct this review.

The committee will review SW functions, services, and programs. Questions they will address: What are we doing now? What is essential for a SW staff to do going forward? What's the best way to accomplish what's absolutely needed? Consideration will also be given to relocating certain SW functions, services, or programs within any of the three universities.

The estimated eight- to ten-member team will include members from SW and the three universities. While small, one of its first tasks will be to develop a framework for ensuring meaningful communication with and input, feedback and review by the full range of stakeholders throughout the review process. That will include mobilizing ad hoc sub-groups in specialized areas to provide more detailed and technical analysis of specific recommendations before they are sent to the Summit Team for decision.

The team will review MacTaggart/Rogers and Fisher reports to determine what recommendations from those reports have already been implemented and to assess relevance and impact of the remaining recommendations. They will also gather and analyze other ideas. Finally, they will recommend priorities for

action and develop an implementation plan.

It's important to note this is not primarily a budget exercise. The goal is to define what they are and how we deliver a strong and sustainable set of core services and functions in support of the entire UA system. It is a long-term focused evaluation and planning process that will position UA for the coming years. The plan will be developed for FY17 implementation with certain recommendations put in place earlier where it makes sense and implementation is possible with shorter lead times. This will help to meet state budget reductions we expect in FY16.

I am grateful to everyone at SW for their ideas and energy during a challenging time and recognize that while this transformation process will be good for the University of Alaska system, it won't be without impact to the people who work here. Michelle is committed to open communication and dialogue throughout this review to ensure you have the information you need to inform your own personal planning and decisions.

With sincere appreciation for the great job you do.

~~~~~

Many Traditions ... One Alaska

~~~~~

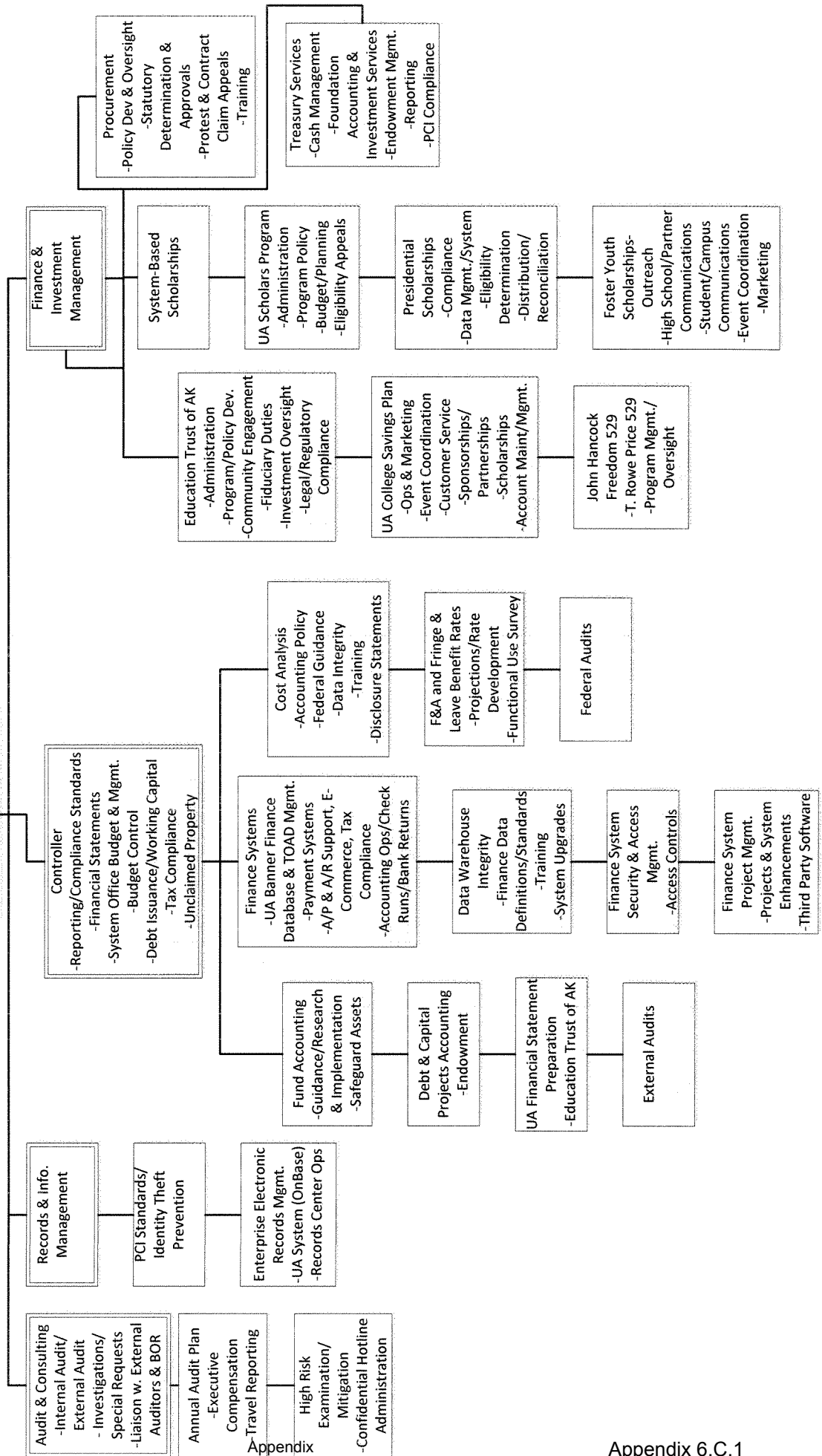
[www.alaska.edu](http://www.alaska.edu)

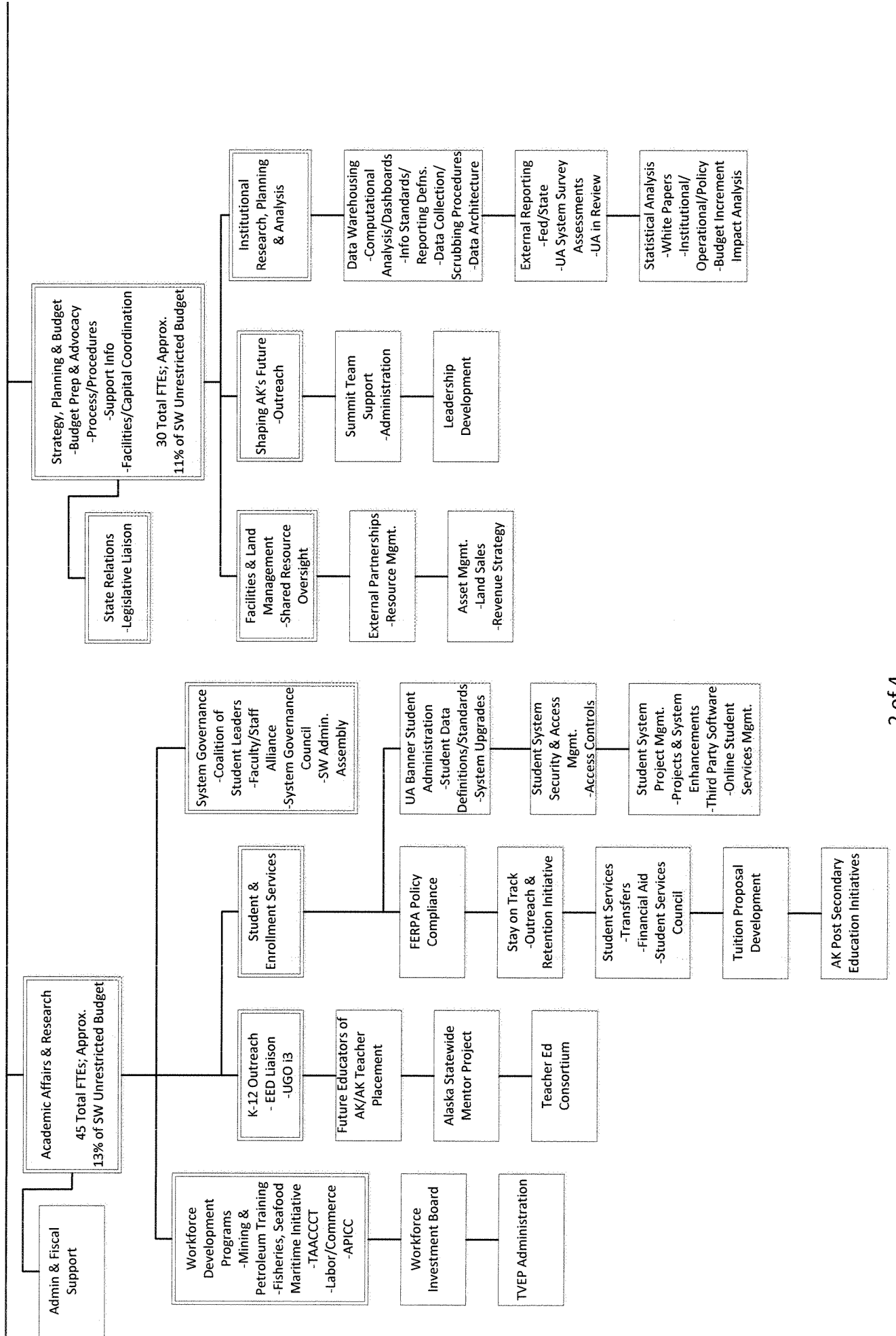
[www.facebook.com/uasystem](https://www.facebook.com/uasystem)

# UA System Office Functional Org Chart\* Updated August 2015 (FY16) – SW Transformation Team

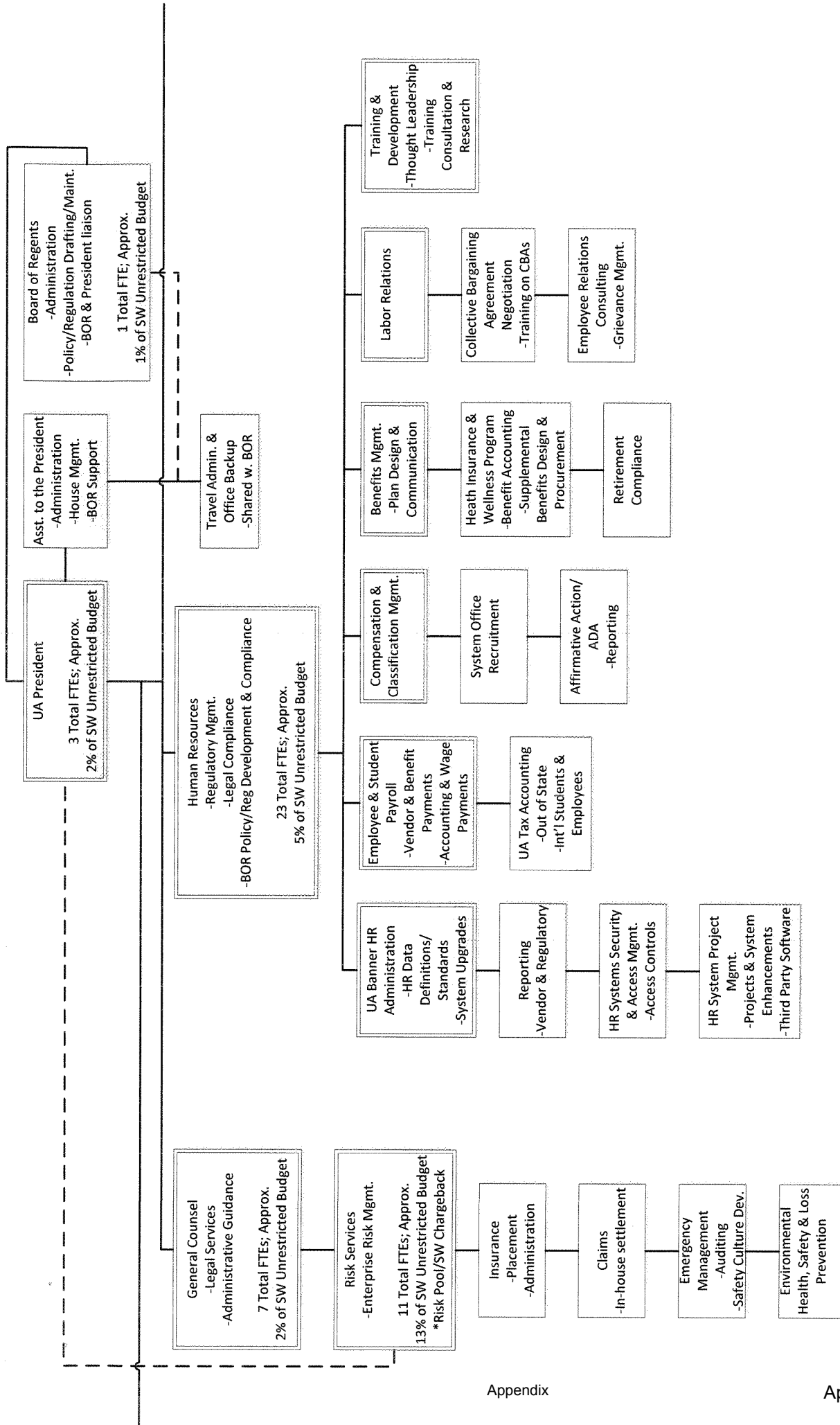
Total System Office FTEs (FY15 Snapshot): 268  
Unrestricted Budget Approx. \$55 Million (FY15)

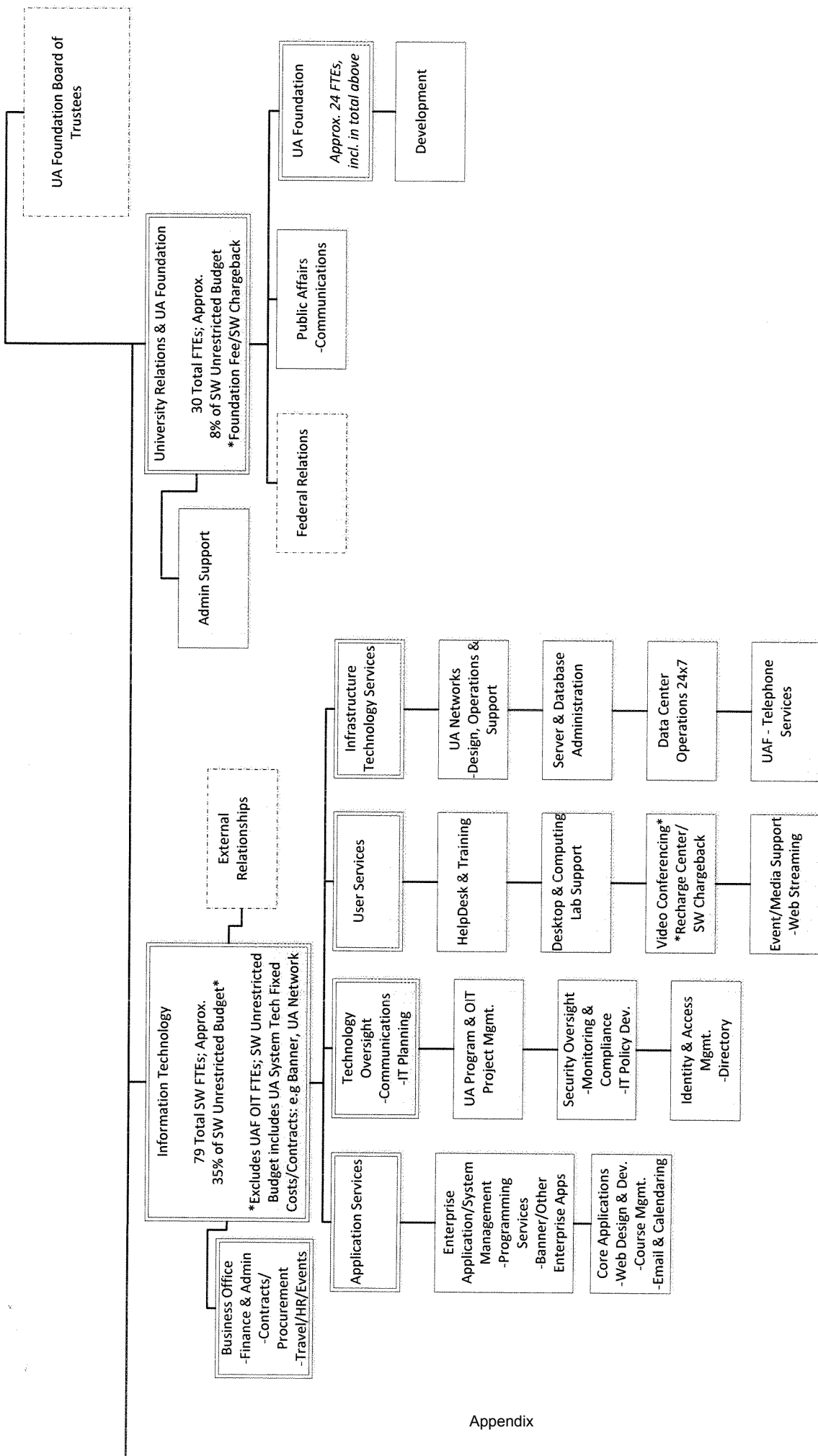
\*This functional org chart is not intended to show all activities a department performs, but is intended to give a visual and high-level overview of basic general functions within the UA System Office.











## SW Transformation Process Outline

September 1-25, 2015	Statewide Transformation Team finalize preliminary report IT/OPA set up website for employee input
September 4, 2015	President Johnsen reviews process with Chair Heckman and with President of Statewide Administration Assembly (SAA)
September 9, 2015	President Johnsen and Michelle meet with consultant (call) to discuss scope, schedule and budget
September 16, 2015	Discussion with Summit Team on SW Transformation
September 17, 2015	President Johnsen update Board of Regents on SW Transformation process next steps
September 25, 2015	Transformation Team preliminary report delivered to President Johnsen
September 29, 2015	President Johnsen distribute report to all Statewide employees with cover memo outlining context, purpose, process and next steps; key topic in President's staff meeting.
September 29-October 20, 2015	Input on report received through employee website. Engage consultant for implementation plan development.
October 28, 2015	Individual meetings with President's Statewide direct reports and their key staff, SAA President and Transformation Team
September 29- October 29, 2015	Transformation Team analyze input from Direct Reports and SW employees
October 30, 2015	Transformation Team deliver revised recommendations to President Johnsen, Summit Team and Vice-Chancellors of Administration
November 3, 2015	Summit Team meeting to advise President on Transformation Team recommendations (include Summit Team members, Transformation Team Members and Vice-Chancellors of Administration)
November 4, 2015	President Johnsen update Board of Regents on Transformation process
December 2015	President Johnsen makes decisions on recommendations
December 1-31, 2015	Implementation plan development
January 1, 2016	Implementation begins
July 1, 2016	Implementation complete

As of 9/29/15

Myron J. Dosch  
Controller  
Phone: (907) 450-8079  
Fax: (907) 450-8071  
mjdosch@alaska.edu



UNIVERSITY  
of ALASKA  
*Many Traditions One Alaska*

209 D Butrovich Building  
910 Yukon Drive  
PO Box 756540  
Fairbanks, AK 99775-6540

Date: May 14, 2015

To: Raaj Kurapati, Sandi Culver, Michael Ciri

From: Myron Dosch *Myron J. Dosch*

Re: MTDC Subaward exclusions

The new Uniform Guidance (2 CFR §200.68) states that only the portion of each subaward in excess of \$25,000 is excluded from Modified Total Direct Cost (MTDC). It also adds language to expressly state that other items (other than those listed) may only be excluded from MTDC when necessary to avoid a serious inequity in the distribution of indirect costs, but only with approval of the cognizant agency.

Previously in OMB Circular A-21, the MTDC exclusion was for sub-grants and subcontracts and cognizant agency approval was not expressly needed. Thus, our current practice vests each university with the authority to exclude from MTDC costs in excess of \$25,000 on a case-by-case basis for vendor contracts and sub-agreements. This practice is no longer allowable.

Going forward, for new grants awarded after December 26, 2014, only the portion of subawards in excess of \$25,000 may be excluded from MTDC and F&A recovery by capturing the costs in account codes 3021- Subaward Under \$25,000 and 3022 - Subaward Over \$25,000.

Subawards are defined as an award provided by a pass-through entity to a subrecipient for the subrecipient to carry out part of a Federal award received by the pass-through entity. It does not include payments to a contractor or payments to an individual that is a beneficiary of a Federal program. Subrecipients are defined as a non-Federal entity that receives a subaward from a pass-through entity to carry out part of a Federal program; but does not include an individual that is a beneficiary of such program.

Grants awarded prior to December 26, 2014 that had an authorized MTDC exclusion using any of the following account codes may continue to utilize such until the transactions expire. Eventually, these account codes will be removed from use.

- 3025 - Sub-agreement (Other) Under \$25,000
- 3026 - Sub-agreement (Other) Over \$25,000
- 3027 - EVOS Sub-agreement Over \$250,000
- 3028 - CFO Approved Vendor Service Contract Under \$25,000

Subawards and MTDC  
May 14, 2015  
Page 2

3029 – CFO Approved Vendor Service Contract Over \$25,000  
4028 – CFO Approved Vendor Commodity Contract Under \$25,000  
4029 – CFO Approved Vendor Commodity Contract Over \$25,000

Please contact me with any questions.

cc:

Heather Paulsen  
Rosemary Madnick  
Roxy Felkl  
Tana Myrstol  
Tanya Hollis  
Andrew Gray  
John Hebard  
Deborah Moore  
Mary Beth Overturf  
Alex Amegashie

## **UAF Budget Control Authority & Insufficient Funds Guidelines**

Original Adoption: 8/13/15

Revised: 10/26/15

Responsible Chancellor's Cabinet Member: AVC Financial Services

Responsible Department/Office: Office of Finance & Accounting (OFA)/ Office of Grants and Contracts Administration (OGCA)

### **OVERVIEW STATEMENT**

This procedure offers guidance to UAF departments/units with respect to prudent and efficient financial management, appropriate budgetary oversight controls, and insufficient fund (referred in Banner as Non-Sufficient Funds, or NSF) procedures.

This procedure allows for the delegation of authority for assignment of budget controls and NSF override review/approval to the appropriate unit executive officer (or senior financial/business manager).

The UAF Office of Finance and Accounting (OFA) and the Office of Grants and Contracts Administration (OGCA) will serve in an audit role and each retains the authority to manage budget controls and access.

### **BACKGROUND & JUSTIFICATION**

Currently, the Banner system prohibits the completion of encumbrance and reservation transactions that fail a status check on available funds (NSF) based on applicable budget control levels; while this is necessary, the status check must be accurate and controls must be set at the most appropriate level to allow for maximum business process flexibility, efficiency, and compliance with the UA Accounting Manual and with sponsored projects. In cases where the status check is not accurate or funds are not available within the budget controls, the decision and action to override the system control falls to OFA and OGCA depending on the source of funds; this creates a process bottleneck and puts the override decision too far from the direct management of the funding source.

NSF flags result in incomplete documents, which an automated process deletes from the Banner system after they are in suspense. While these flags are the result of insufficient budget authority within the budget controls, NSF suspension is rarely a result of lack of sufficient funds within the unit or program overall. The current NSF suspension process often halts procurement in the unit, but direct central oversight does not typically add value to the process since NSF overrides or budget revisions allow the unit to continue with the procurement after the delay.

This procedure will delegate control and approval to the appropriate unit executive officer (or senior financial/business manager) to increase their responsibility and accountability in the process, will expedite the current process, and will remove operational budget responsibility from OFA in an effort to shift to a budget oversight role. If the NSF override involves a sponsored project, the unit must have sponsor approval via established OGCA procedures, as appropriate.



## DEFINITIONS

Non-Sufficient Funding (NSF) Status: NSF is a suspension status in Banner that triggers due to insufficient funds within budget pooling accounts under a given budget control. Budget pooling accounts can vary from a single account code, such as 1927 (Employee Physicals), to PLBUD (Budget Pooling Account), which consists of the sum of all direct expenditure and transfers. The sum of budgets less the sum of all expenditures, transfers, and encumbrances within that budget control level determines whether available funds exist for that account pool. NSF status typically stops a fiscal employee from completing a requisition (REQ) or an encumbrance in Banner; the NSF flag leaves a document in “incomplete” status until it is reviewed (and approved) or deleted.

Budget Authority: Budget authority refers to the full-authorized budget within a given programmatic area for management by the individual(s) delegated the authority, such as a senior business manager, dean, director, or department head.

Budget Control: Budget control refers to accounting codes that combine to determine the available budget within a given accounting string. For example, Banner uses an organization (org) code to check for sufficient available funding within any given fund. Account codes used for budget control (pooling accounts) are set at the system level, but org code budget control can be set using any valid org code and at different (financial) hierarchy levels within the budget structure: from the lowest level (level 8 - an individual org) to a higher level such as a program, department, center, or unit (school/college/institute). Controls to determine available budget pool all budget and activity in orgs that share the same budget control code.

Emergency Procurement: Emergency procurement is any procurement that requires immediate action with no advance notice, whether budget is available or not. This type of procurement is most often associated with equipment that needs a large lead-time or other time-sensitive procurement that is unforeseen. If emergency procurement is required and is not in the budget for a sponsored project, the procurement should go onto a Fund 1 account until the sponsor has approved the emergency procurement. Project managers will follow OGCA standard procedures to notify the unit when a sponsor approves emergency procurement. Travel rarely falls within this category.

## REFERENCES

UA Accounting Manual: <http://www.alaska.edu/controller/acct-admin-manual/>

## PROCEDURES

Financial Management Expectations: Generally, an appropriate unit executive officer (or senior financial/business manager) can avoid NSF suspensions through proper budget controls, regular monitoring of budget authority, and regular monitoring and processing of incomplete documents. When budget is unavailable within the current budget authority, unit executive officers should submit a budget revision proactively to make budget available when and where they need it. The unit executive officers must make the determination as to whether the unit may accomplish the purchase within the constraints of the authorized budget. Unit executive officers may assign any combination of org code budget controls within the unit's org code structure in order to manage the operating budget in the best manner.

Delegation of Authority: OFA delegates authority to unit executive officers and senior level administrators to set budget controls within the unit at any level based on the unit's management preferences and in consideration of process efficiency. The highest financial

hierarchy level that may be used is level four, the unit level, and in no case may the budget control exceed the budget authority level of the financial manager. Executive officers may determine multiple budget control levels as appropriate. OFA will review and approve this budget control structure and make every effort to create management consistency and streamline budget control efforts.

Unit executive officers have authority to override NSF suspension in Banner. By processing an NSF override, the officer certifies that the unit has the authority to commit the university's funds, the unit will make budget authority available for this expenditure, and it is an emergency procurement. If budget authority involves a sponsored project, the manager must have approval from the sponsor via OGCA procedures for prior approval.

Responsibilities: It is the responsibility of a unit's senior administrator and executive officer to maintain sufficient budget within the unit's accounting structure and budget authority to accomplish the goals of the unit. This includes temporary changes in authority when appropriate. Unit executive officers are responsible for submitting accurate management reports, per UAF management reporting principles, throughout the fiscal year to communicate the overall financial health of the unit.

It is important for the executive officer to choose a prudent level at which to set budget controls in order to both manage operational workflows efficiently and maintain appropriate oversight of a unit budget.

Non-Compliance: Abuse of the budget control structure, exceeding delegated authority on restricted funds, creating situations of high-risk, or inappropriate management of funds resulting in a unit deficit status at the end of the fiscal year will result in a detailed review by UAF Financial Services. In the event of misuse, adjustments to the budget control structure and/or removal of unit-level NSF approval access may be necessary. If budget authority involves a sponsored project, the unit must obtain approval from the sponsor via OGCA procedures. UAF Financial Services and OGCA retain the authority to audit unit budget management procedures at any time.


Setting Budget Controls and Performing an NSF/ISF Override:

To update or set budget controls within the unit, please contact OFA. OFA personnel will meet with the unit executive officer to agree upon an appropriate budget control structure that best fits unit's business model and management practices.

For details on approving/processing NSF overrides, please see the online resources:

<http://www.uaf.edu/finserv/finance-accounting/financial-manager-resourc/>

**PROCEDURAL GUIDELINE APPROVED BY:**



---

Raaj Kurapati, AVC Financial Services  
University of Alaska Fairbanks

Signed: 10/27/15