

Brian Rogers, Chancellor

(907) 474-7112

(907) 474-6725 fax

uaf.chancellor@alaska.edu

www.uaf.edu/chancellor/

Office of the Chancellor

MEMORANDUM

Date: October 31, 2014

To: Andy Anger, Professor, CTC
Scott Bell, Associate Vice Chancellor for Facility Services, AS
Keith Cunningham, Research Assistant Professor, IARC
Kathryn Dodge, Assistant Professor, SNRE
Faye Gallant, Staff Council Vice President, Business Analyst, OMB
Ali Knabe, Executive Officer, USA
Adam Krynicki, Business Development Officer, OIPC
Raaj Kurapati, Associate Vice Chancellor for Financial Services, AS
Charlie Sparks, Professor, SOM

From: Brian Rogers, Chancellor

Re: Revenue Opportunities Special Review

Background

UAF's budget is supported by multiple revenue sources

Last winter and spring, the Budget Options Group and the Planning and Budget Committee brainstormed some revenue generating ideas (see attached). Some of these ideas were implemented as noted above; however, many were not fully analyzed. Given that it is anticipated that UAF will be facing further budget deficits next fiscal year, a special review of revenue opportunities would be helpful for future planning purposes.

Special Program Review Scope

Analysis

- Consider issues and opportunities in UAF's current major funding sources. Some items the committee may want to consider:
 - Enrollment – does UAF's recruitment team believe there are specific investments that could be made to increase enrollment?
 - Retention – should UAF departments be incentivized to improve student retention and graduation rates?
 - Fees – Are UAF's fees comparable, both in type and level, to fees charged by other public research institutions?
 - Federal research funding agencies – Has UAF experienced a decline in funding from any particular federal agencies over time, and if yes, why? Are there federal funding agencies with which UAF does not yet have a strong relationship that should be targeted? Has UAF's success in securing appropriate indirect rates from particular agencies declined?
 - State research funding agencies – Are there state agencies with which UAF does not yet have a strong relationship that should be targeted? Has UAF's success in securing appropriate indirect rates from particular agencies declined?

- Consider opportunities that may exist to develop new revenue streams. Some items the committee may want to consider:
 - Are there philanthropic foundations outside of Alaska with which UAF should be cultivating a relationship (e.g those with an interest in climate change, oceans, alternative energy, etc.)?
 - Should UAF begin charging or increase fees for outreach services such as those provided by CES and MAP?
 - Are there opportunities to earn revenue off of underutilized facilities such as the farms, the Kasitna Bay Laboratory, or the Kodiak laboratory?
 - Is there an opportunity to earn revenue from offering summer executive programs, or conferences/workshops for businesses?
 - Are there opportunities to create for-r

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