

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

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

### Personnel and Payroll Options

Brief Description	Range of Savings May Accrue to Unit or Central Budgets
1. Reduce regulatory burden; improve process efficiency  <b>Implement:</b> Savings will accrue to units.	TBA - varies
2. Consolidate the Office of Faculty Development with other similar areas to reduce operational costs while preserving the function  <b>Do not implement:</b> Provost will consider reductions as part of the overall spending reductions.	\$0
3. Utilize 11-month employee contracts on a voluntary basis where service areas permit a reduced or seasonal schedule.  <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.	\$100,000
4. Implement shared service models for administration, e.g. service partnerships between departments with a reduction in employees over time where service capacity exists.  <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.	\$250,000 in FY15 and \$250,000 in FY16
5. Extend winter break or other closure periods; savings dependent on how many days are chosen as hard/soft closure assuming partial employee participation.  <b>Do not implement:</b> Held for further discussion.	\$0
6. Reduce the number of senior level administrators  <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	\$250,000 annual goal

<p>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.</p> <p><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.</p>	\$2,000,000
<p>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.</p> <p><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.</p>	\$275,000
<p>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.</p> <p><b>Do not implement.</b></p>	\$0

### Program and Service Options

Brief Description	Range of Savings May Accrue to Unit or Central Budgets
<p>1. Conduct a special program review of eLearning to evaluate operational models and structure, including revenue distribution and/or subsidies.</p> <p><b>Implement</b></p>	TBA
<p>2. Conduct a special program review of Summer Sessions/Lifelong Learning to evaluate operational models and structure, including revenue distribution and/or subsidies.</p> <p><b>Implement</b></p>	TBA
<p>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.</p> <p><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.</p>	\$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>

<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</p> <p><b>Do not implement.</b></p>	\$0
<p>22. Change Athletics program from Division II to Division III; does not reduce program costs and eliminates student aid/recruitment opportunities.</p> <p><b>Do not implement.</b></p>	\$0
<p>23. Eliminate or outsource postal services; USPS will not provide delivery services on campus. Increase service/ability to utilize credit/debit card payment options.</p> <p><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.</p>	\$0
<p>24. Move from 60-minute to 50-minute lecture hour; this reduces academic quality and may produce no savings.</p> <p><b>Do not implement.</b></p>	\$0
<p>25. Eliminate or reduce the veterinary medicine program; this program was recently funded in partnership with Colorado State University; enrollment expected fall 2015.</p> <p><b>Do not implement.</b></p>	\$0

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

Brief Description	Range of Savings May Accrue to Unit or Central Budgets
<p>1. Increase energy-efficiency audits in buildings; make upgrades in cost-effective manner.</p> <p><b>Implement:</b> Facilities will identify specific facilities, investment and return model.</p>	TBA
<p>2. Move off-campus departments out of leased space to create savings.</p> <p><b>Implement:</b> eLearning will move to Fairbanks campus by May 2015. No savings in FY15; savings accrue centrally.</p>	\$150,000 as leases expire in FY16
<p>3. Optimize use of on-campus classroom, office and laboratory space.</p> <p><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.</p>	TBA
<p>4. Consolidate Anchorage leases (MAP/CES) into less expensive space.</p> <p><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.</p>	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>