

**Brian Rogers, Chancellor**

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## 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?

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