

<b>Question 1 Projected Carryforward</b>
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**Carry forward Analysis****Anticipated Carry forward, necessary, dedicated and other intended uses***Dedicated*

SAC Intramurals	100.0
FP&C	32.4

*Other*

Discretionary	814.9
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<b>Juneau projected carry forward</b>	<b>947.3</b>
<b>Percent of unrestricted and restricted revenue</b>	<b>2.4%</b>

<b>Ketchikan projected carry forward</b>	<b>14.1</b>
<b>Percent of unrestricted and restricted revenue</b>	<b>0.3%</b>

<b>Sitka projected carry forward</b>	<b>55.0</b>
<b>Percent of unrestricted and restricted revenue</b>	<b>0.9%</b>

**Factors influencing projected carry forward**

Salary Savings -- Executive Level Employees  
 Graduate level tuition  
 Chancellor's pools

**Plan for allocating FY09 carry forward**

Carry forward is allocated by the Chancellor for: one-time needs, special projects, bridge funding

<b>Question 2 Budget Building</b>
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**FY09 Budget Building Process, Challenges and Flexibility****Process:**

- Cabinet Level Planning - aligning requests with Strategic and Master Plans
  - Establishes assumptions and sets targets for units (i.e., SCH growth; GF:NGF ratios)
- Develop scenarios
  - Review prior year revenues and expenditures for each unit/source
  - Possible base and non-base reallocations
  - Additional funding needed after allocation of new State Appropriation for fixed costs
  - Chancellor performance allocations
- Request budget plans from units
  - Meet individually with each dean/director to work out the year's spending plan
  - Anticipated vacancies - review and analyze for reallocation potential
  - Anticipated one-time only expenditures/revenues (fund source type)

**Status:**

- Budget development at UAS is an on-going process that follows the campus' strategic planning over multiple years.
- Monthly management review, highlights areas of need, and allows budget office to monitor areas that have additional need, or surplus.

**Challenges:**

- Bringing academic schools to a 50-50 ratio of GF/NGF
- Moving programs forward without new program funding

**Flexibility:**

- Most flexibility comes from salary savings for FY09 and 2% pool of funds, other sources for funding projects and needs are the Performance Pool, and the Chancellor's Special Projects Funds.

**Was carry forward used to balance the budget?**

In FY09, the Juneau Campus dedicated carry forward to:

School of Management	\$97.2
SAC Intramurals	\$100.0
Student Resource Center	\$25.0
IT Services	\$15.0
Digital Arts Professor	\$28.7

**Additional Flexibility created through new revenue or reduced expenditure requirements:**

No flexibility this year. Any additional funds are being pool for FY10 needs.

<b>Question 2 Budget Building</b>
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**Revenue Source - projections through year end (region):**

<b>University Receipts:</b>	Sufficient authority in region
<b>CIP Receipts:</b>	Anticipate excess authority in region
<b>Auxiliary</b>	Sufficient authority in region
<b>Federal Receipts:</b>	Sufficient authority within region
<b>Indirect Cost Recovery:</b>	Sufficient authority at each MAU
<b>Interest Income:</b>	Sufficient authority within region
<b>I/A State G&amp;C:</b>	Sufficient authority within region
<b>Student Fees:</b>	Sufficient authority within region - after reallocation of other UofA Receipts
<b>UA Transfers:</b>	Sufficient authority projected at this time.

**Expenditures (all Funds): Expenditures YTD by Allocation and Program:****Juneau Campus**

All Program areas	Expenditures will not exceed overall budget or earned revenues.
Auxiliary:	Expenditures will not exceed overall budget; planned spending into fund balance. There is sufficient fund balance to cover overage.

**Ketchikan Campus**

Auxiliary:	Expenditures will not exceed overall budget; anticipated increase to fund balance of \$65.7
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**Sitka Campus**

Auxiliary:	Expenditures will not exceed overall budget; anticipated increase to fund balance of \$52.7.
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<b>Question 3 Management of Contingencies</b>
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**Management of Contingencies****Chancellor's Reallocation Account from Salary Savings**

Budgeted at zero during initial process. Account is funded with salary savings as it becomes available. The most common source of savings is salaries/benefits from vacancies. The current policy is to leave positions vacant for 2 months. If immediate recruitment is necessary, written justification is submitted to the Chancellor.

Juneau Campus Allocation	331.1
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The Chancellor makes the final decision for all campuses on the reallocation of salary savings to non-personal services.

Each units written request/justification is submitted to the Chancellor for review and final decision is based upon purpose and relevancy to program needs.

Funds are identified at the beginning of the budget year, mid-fall and mid-spring.

**Allocation of funds to date:**

Accreditation	45.0
Staff Council	5.0
Health Science Coordinator	20.4
Foundation Support	46.4
Student Housing Roof	214.3
	331.1

**Inclusion of Community Campuses in allocation process**

Community Campus directors have the discretion to reallocate and revise budgets to supplement projects as necessary.

**Progress toward accumulating 2% of unrestricted revenues**

2% unrestricted revenue - projected on FY09	<b>642.8</b>
Pooled	<b>705.5</b>
<b>Percent of 2% to date</b>	<b>109.8%</b>

## Question 4 FY09 Initiatives

FY09 Initiative, Pool and SB137 status. How are funds monitored. Identify any initiatives that aren't progressing as planned.

An internal management report is completed monthly to track revenue and expenditures. This report allows us to closely monitor initiatives for accuracy and compliance.

## Juneau Campus

Org Title	Authorized Budget	Adjusted Budget	Projected Revenue	Projected Expenditures	Net Budget Status
Mine Training FY09I	85.0	85.0	85.2	85.2	0.0
UACP Training Equipment SB137	0.0	15.0	15.0	15.0	0.0
Pre-engineering FY09I	120.0	120.0	112.4	112.1	0.3
Education Leadership FY08I	132.7	132.7	128.5	128.5	0.0
<b>Total</b>	<b>337.7</b>	<b>352.7</b>	<b>341.1</b>	<b>340.8</b>	<b>0.3</b>

## Ketchikan Campus

Org Title	Authorized Budget	Adjusted Budget	Projected Revenue	Projected Expenditures	Net Budget Status
Fisheries Tech Prog FY04 SB137	104.3	104.3	94.4	94.4	0.0
Marine Tech Operations SB137	246.3	246.3	219.1	224.6	(5.5)
Assist. Director-WFD FY07 SB137	118.8	118.8	120.7	120.7	0.0
Radar Simulator Equip FY09 SB137	0.0	60.0	60.0	60.0	0.0
Bridge Crane Wiring & Cert FY09 SB137	0.0	15.0	15.0	15.0	0.0
<b>Total</b>	<b>469.4</b>	<b>544.4</b>	<b>509.2</b>	<b>514.7</b>	<b>(5.5)</b>

## Sitka Campus

Org Title	Authorized Budget	Adjusted Budget	Projected Revenue	Projected Expenditures	Net Budget Status
Personal Care Attendant FY09I	114.7	114.7	111.6	118.2	(6.6)
CNA Equipment FY09 SB137	0.0	26.5	26.5	26.5	0.0
<b>Total</b>	<b>114.7</b>	<b>141.2</b>	<b>138.1</b>	<b>144.7</b>	<b>(6.6)</b>

## Question 5 Debt Strategy

**Debt Strategies and Plans**

Debt capacity will be utilized for long term debt associated with capital projects that have a direct relationship to recruitment and retention of residential students to meet UAS' strategic planning objectives and institutional vision.

Capital construction priority will be given to projects where there is a revenue flow that will fund all operating costs and a minimum of 25% debt service.

Short term debt will be utilized for acquisition of property adjacent to the campus or identified in the campus master plan for potential campus expansion. Priority will be given to acquisition of the property that is essential to the long term development of the campus. Any acquisition less than or equal to \$750.0 will be considered short term with a debt term of no more than 8 years.

**Committed Debt Service (Includes Principal and Interest) by Year and Project**

	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
1997 series G (Housing)	-	-	-	-
2002 series K (JUF)	394.3	393.5	392.2	395.4
2005 series M (NSRL)	245.1	241.5	242.8	243.7
2005 series N (Housing)	137.5	137.6	137.5	137.2
2008 series O (Admin)	246.5	242.7	243.8	244.6
<b>Annual Commitment</b>	<b>1,023.3</b>	<b>1,015.4</b>	<b>1,016.2</b>	<b>1,020.8</b>
Projected Revenues	32,852.9	34,824.1	36,913.5	39,128.3
5% Unrestricted Revenues	1,642.6	1,741.2	1,845.7	1,956.4
Remaining Capacity	619.3	725.8	829.5	935.6
<i>Student Dorm Addition</i>			160.0	160.0

**Question 6 FY10 Budget Analysis**

**FY10 Initial Budget Analysis**

**Discuss status of FY10 budget analysis**

Currently creating scenarios for known and anticipated needs.

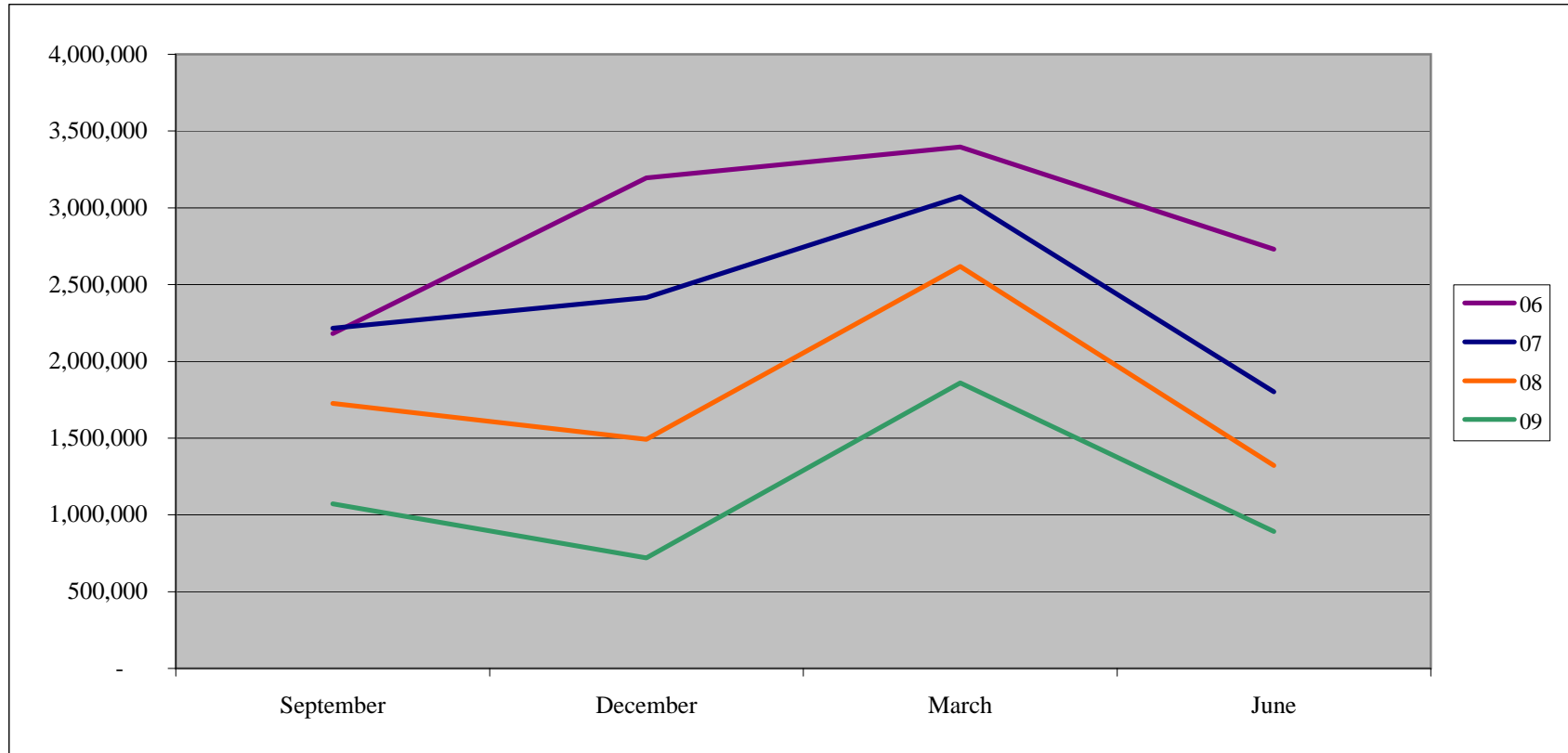
Examining current distributions of GF to NGF by unit for possible realignment of funds based on strategic plan, unit mission, and ability to earn revenue.

Review of positions -- tenure track faculty, regular staff and adequate labor pools.

**Will carry forward be necessary to balance the FY10 operating budget?**

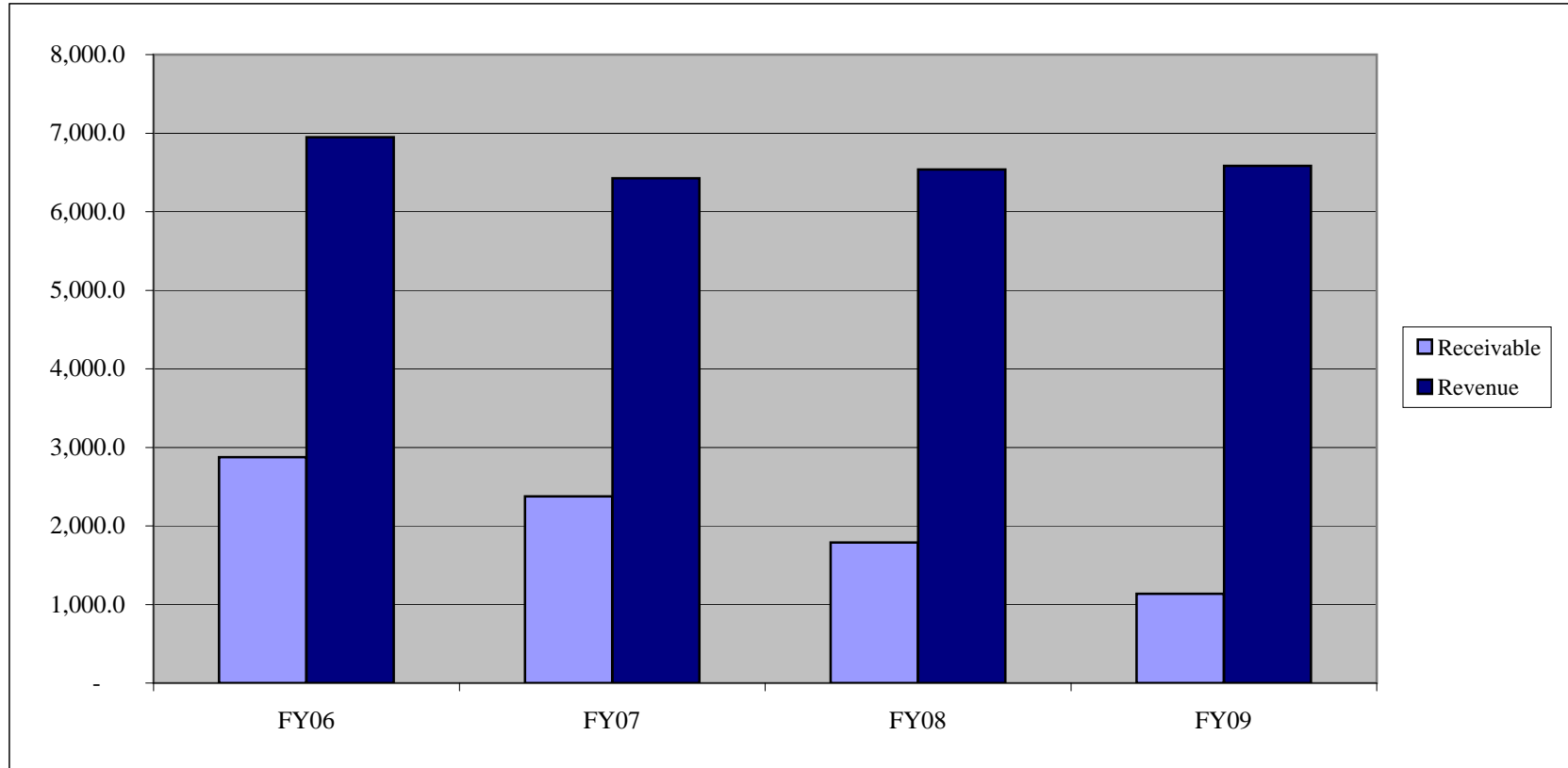
At this time, it appears that only health will receive new program funds in FY10. During FY09, UAS used tuition and prior year's carryforward to bridge and/or jump start new and existing program initiatives. Its important that new programs, and continuing programs that received temporary funding in FY09, continue in order to maintain momentum and keep UAS focused on achieving performance outcomes.

Question 7 Grant AR Balances



<b>FY</b>	<b>September</b>	<b>December</b>	<b>March</b>	<b>June</b>	<b>Average</b>	<b>% Change Q1-Q4</b>
06	2,180,261	3,195,800	3,395,698	2,729,807	2,875,392	25.2%
07	2,215,374	2,415,343	3,072,460	1,801,705	2,376,221	-18.7%
08	1,725,873	1,491,211	2,618,088	1,322,077	1,789,312	-23.4%
09	1,071,433	720,193	1,859,640	892,860	1,136,031	-16.7%

Question 7 Grant AR Balances



**Average Receivable**

FY06	2,875.39
FY07	2,376.22
FY08	1,789.31
FY09	1,136.03

**Annual Restricted Revenue**

FY06	6,948.30
FY07	6,427.40
FY08	6,537.00
FY09	6,583.90

**Average Receivable as a % of Revenue**

	41.4%
	37.0%
	27.4%
	17.3%
	<u>24.1%</u>
	Projected through year end
	Change FY06 to FY09

**Question 8 Endowments and UA Foundation**

**Discuss the impact of reduced endowment payouts and UA Foundation available funds for the development function.**

In FY09, 54.7% of UAS' Development budget was funded through a grant from the UA Foundation. For the past several years, this grant and those made to the other MAUs were funded from the interest earnings on the Foundation's unrestricted endowments.

The elimination of the campus grants in FY10 due to reduced and even negative endowment payouts will have a significant affect on UAS' overall development operations. UAS will lose 1 staff position (1 out of 4) and possibly part of a second depending on the final outcome of the Advancement Services statewide reorganization.

Clearly, a 25% reduction in staff and (hopefully) only a 50% reduction in development programming is not ideal from either a university advancement or donor perspective that will have a direct negative impact for possibly years to come.

**Question 9 Cost Savings and Efficiencies**

**FY09 Cost Savings and Efficiencies known to date:**

Conversion of Easy Biz Miles to tickets for student recruitment	\$24,000
Collection of debts previously makred as uncollectible	\$200,000
Researching ecommerce postage	\$18,000
Salary savings (used for one-time needs)	\$331,900
Academic computer refresh	\$27,000
new computer specifications, strategies and warranty support	
IT helpdesk call queue management	\$50,000
cost-avoidance by using inhouse reporting instead of purchasing new system	

**FY09 Cost Savings and Efficiencies not quantified:**

- Continued energy conservation by departments -- energy efficinet lights
- Video conferencing instead of travel

## Question 10 M&amp;R and R&amp;R

## FY08 Operating and Capital Expenditures funded by M&amp;R and R&amp;R

Facility	Project Title	Expended	
Hendrickson	Renovate lower floor connection to Soboleff	75,000	Replace leaking windows and wall
Hendrickson	Install fire sprinkler system on covered walkway	55,000	Extend wet system to newly enclosed hallway
Hendrickson	Renovate restrooms	125,000	Total reconstruction to meet ADA requirements
Hendrickson	Rehabilitate SE exterior deck & fire stairs	115,000	Remove and replace exit stair, add roof for weather protection
Hendrickson	Enclose NW entry	135,000	Enclose hallway and entry to keep rain and snow from infiltrating lower floor
Juneau Campus	Replace central fire alarm system	350,000	New digital system and detectors for 7 buildings
Bill Ray Center	Replace south side windows and reseal concrete panels	75,000	Eliminate water infiltration to classrooms, extend life of exterior envelope
Housing Apartment Complex	Replace both sewage lift stations with gravity system	85,000	Eliminate operating cost and avoid future high cost of system replacement
Banfield Hall	Replace all first floor carpet & paint	36,850	Routine refresh of student rooms
Mourant	Repair / replace exterior stair & entry deck	80,000	Remove wood decking and replace with concrete
Nat Sci Research Lab	Replace roof	325,000	New EPDM roof membrane
Ziegler	Foundation drainage improvements	40,000	Install new footing drain and foundation insulation

## FY09 Budgeted Operating and Capital Expenditures funded by M&amp;R and R&amp;R

Facility	Project Title	FY09	
Student Housing Units A, B C & E	Replace roofs	350,000	Remove original metal roofing and replace with asphalt shingles & new flashings
Student Housing Units A-G	Renovate 10 apartments	100,000	Replace kitchen cabinets, carpet and vinyl flooring, showers and heating controls
Egan Library	Replace high bay lighting	75,000	Replace original high energy fixtures with efficient dimmable fixtures
Egan Library	Replace portion of original roof	400,000	New EPDM roof membrane over worst area of original roof
Paul Building	Replace roof	400,000	New EPDM roof membrane
Banfield Hall	Replace all third floor carpet & paint	40,000	Routine refresh of student rooms
Various Juneau Campus	Replace portion of wood walkways	225,000	Replace rotting wood decking with concrete surface
Auke Lake Campus	Replace floating dock	50,000	New vinyl surface floating segments to replace waterlogged wood floats
Mourant Building	Renewal of cafeteria	150,000	New lighting, carpet and storage area
Bill Ray Center	Renewal of three classrooms	50,000	Convert former office space to classrooms
Juneau Campus Site	Entry Road Sidewalk Extension	100,000	Add sidewalk to entry road to provide pedestrian safety

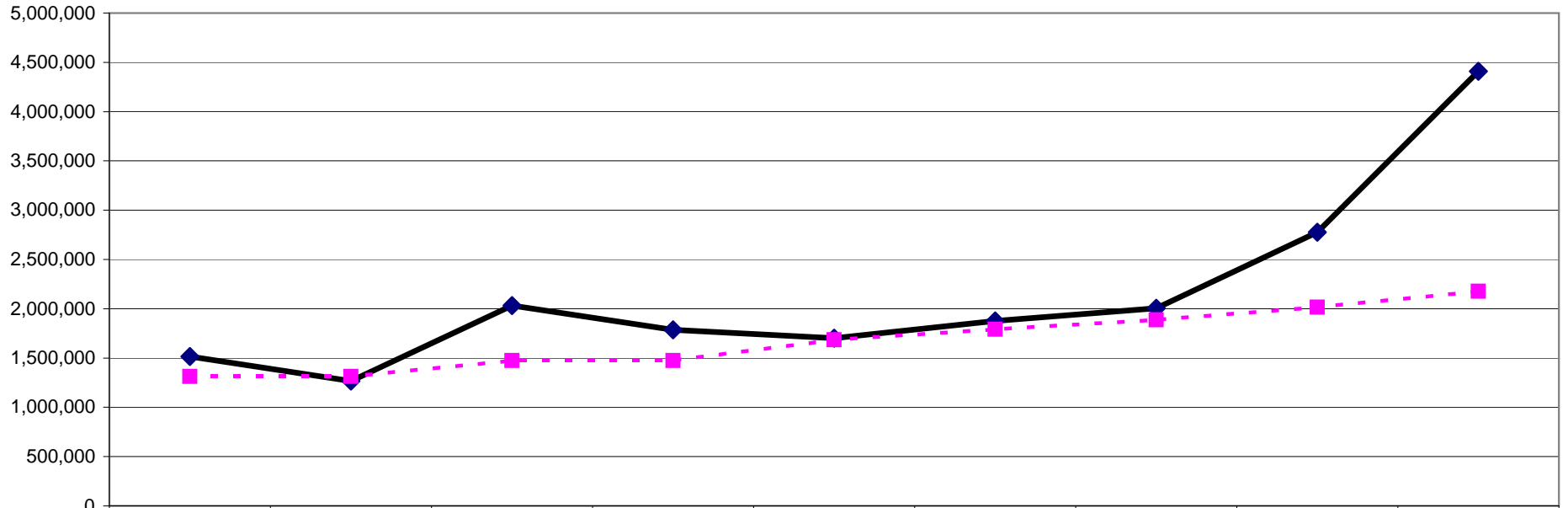
## Planned Projects for FY10

Facility	Project Title	FY10	
Juneau Campus	Rehabilitate sewage lift station	225,000	Replace pumps and controls for main campus lift station
Student Housing Units A-G	Replace fire alarm system	350,000	New digital system and detectors for 8 apartment buildings
Student Housing Units A-G	Renovate 10 apartments	100,000	Replace kitchen cabinets, carpet and vinyl flooring, showers and heating controls
Bill Ray Center	Replace original boiler	75,000	Replace both oil boilers
TEC	Replace fire alarm system	175,000	New digital system and detectors throughout
TEC	Replace exterior lighting	15,000	Install energy efficient site lighting
Egan Library	Replace remainder of original roof & skylight	300,000	New EPDM roof membrane and skylight energy improvements
Bill Ray Center	Replace exterior sidewalks	35,000	Replace entry sidewalks due to spalling
Whitehead	Replace mansard roofing	75,000	Replace deteriorating wood shingles with vinyl shingles

Question 10 M&R and R&R

	01	02	03	04	05	06	07	08	09
Juneau Aux	305,300	193,955	267,140	298,564	193,045	294,035	294,035	446,073	1,175,300
Juneau Campus	915,586	783,511	1,476,078	1,226,658	1,154,753	1,202,303	1,378,300	1,781,000	2,796,000
Sitka	125,591	145,435	109,083	104,955	114,700	142,733	157,500	266,575	184,800
Ketchikan	168,321	142,423	179,720	154,577	238,000	237,347	176,095	283,500	252,400
Total Region	1,514,799	1,265,324	2,032,021	1,784,755	1,700,498	1,876,419	2,005,930	2,777,148	4,408,500
Region Target	1,312,361	1,312,361	1,473,576	1,473,576	1,684,440	1,792,440	1,886,005	2,016,477	2,177,677

UAS M&R / R&R Spending



	01	02	03	04	05	06	07	08	09
◆ Total Region	1,514,799	1,265,324	2,032,021	1,784,755	1,700,498	1,876,419	2,005,930	2,777,148	4,408,500
■ - Region Target	1,312,361	1,312,361	1,473,576	1,473,576	1,684,440	1,792,440	1,886,005	2,016,477	2,177,677