University of Alaska Anchorage ("UAA" or the "University")
Regular Meeting of the Planning and Budget Advisory Council ("PBAC" or the "Council")
Anchorage, AK – Zoom
September 14, 2026, at 3:00 pm

Agenda and Summary

A. Call to Order

The meeting of the Council was called to order by the majority.

Co-Chairs

Name	Title	Present	Excused
Ryan Buchholdt	Vice Chancellor for Administrative Services (VCAS)	☒	☐
Denise Runge	Vice Chancellor & Provost	☒	☐

Members

Seat	Appointee	Term	Present	Excused
Faculty Representative – Seat A	Lance Howe	Aug. 1, 2026–July 31, 2028	☒	☐
Faculty Representative – Seat B	Jodee Kuden	Aug. 1, 2025–July 31, 2027	☒	☐
Faculty Representative – Seat C	Sharon Chamard	Aug. 1, 2026–July 31, 2028	☒	☐
Academic Affairs Representative	Jenny McNulty	Aug. 1, 2025–July 31, 2027	☐	☒
Administrative Representative – Seat A	Heather Paulsen	Aug. 1, 2026–July 31, 2028	☐	☒
Administrative Representative – Seat B	Chuck Knepfle	Aug. 1, 2025–July 31, 2027	☐	☒
Community Campus Representative	Carrie Couey	Aug. 1, 2026–July 31, 2028	☒	☐
Staff Representative	John Moore	Aug. 1, 2025–July 31, 2027	☒	☐
Student Representative	Jake Pennell	Academic Year 2026–27	☒	☐

Ex Officio

Role	Current Officeholder	Title	Present	Excused
Institutional Research Representative	Dan Campbell	Director for Institutional Research	☒	☐
Budget Office Representative	Sandra Blum	Director for Budget Office	☒	☐
Institutional Effectiveness / Accreditation Representative	Susan Kalina	Senior Vice Provost for Academic Affairs & Institutional Effectiveness	☒	☐
Facilities and Campus Services Representative	Chris McConnell	Associate Vice Chancellor for Facilities & Campus Services	☒	☐

Recoding Secretary

Name	Title	Department	Present	Excused
Rhiannon Calkins	Executive Assistant	Administrative Services	☒	☐

Guests

None

B. Review and Approval of Today's Agenda

Speaker: Ryan

The Council reviewed the proposed agenda for today's meeting, outlined below.

C. Review and Approval of the Previous Meeting's Summary

Speaker: Ryan
Resources:
- 2026.02.09_CPAB Meeting Agenda and Summary.docx
- 2026.03.02_PBAC Meeting Agenda and Summary.docx
- 2026.04.13 Meeting Cancelled
- 2026.05.11 Meeting Cancelled

The Council reviewed the minutes of the previous two meetings. As motioned by Jake, and seconded by Carrie ,the minutes were unanimously approved.

D. Review and Adoption of Charter

Speaker: Ryan
Resources:
- 2026.09.01_PBAC_Charter.docx

The proposed PBAC Charter establishes a clear and current governance framework for the Council, which has operated for several years without a comprehensive charter. It formalizes PBAC's purpose, responsibilities, membership, leadership, decision-making practices, and relationship to UAA's strategic planning and budget processes. The charter also clarifies member appointment and service expectations and establishes a regular review cycle to ensure PBAC remains aligned with institutional priorities. The Chancellor signed the final draft of the Charter on September 1, 2026. The members reviewed the new charter and discussed its implementation as PBAC's governing document.

E. Fiscal Year (FY) 2027 Schedule of Work

Speaker: Ryan
Resources:
- PBAC_Annual_and_Multi-Year_Work_Plan.xlsx

The draft PBAC Annual and Multi-Year Work Plan provides a coordinated framework for organizing the Council's responsibilities throughout each academic year and across a seven-year planning horizon. It integrates PBAC's strategic planning and budget work, Administrative Services Reviews, annual membership review, and the three-year charter-review cycle, while identifying key activities, decision points, deliverables, and follow-up responsibilities.

PBAC will review the proposed framework and provide direction on the schedule, sequencing, and any additional work that should be incorporated.

F. SEPTEMBER UNIVERSITY OF ALASKA (UA) BOARD OF REGENTS (BOR) MEETING UPDATE

Speaker: Ryan

Resources:
- Finance and Audit Committee Financial Briefing for FY 2026 Q4
  - FY26 Q4 Financial Briefing Presentation 20260902.pdf
  - FY26 Q4 Financial Briefing 20260902 (rev).pdf
  - Review of Budgeting Practices
- Full Board – Initial Review of FY28 Operating and Capital Budget Requests and the Long-range Capital Plan
  - FY28 Program Proposals.pdf
  - FY28 Proposed Operating Budget.pdf
  - FY28 Capital Budget Requests.pdf
  - FY28 DM Priority Projects.pdf
  - FY29-FY33 Long Range Plan.pdf
  - BOR Budget Discussion (Sept 2026) revised.pdf

FINANCE AND AUDIT COMMITTEE

Financial Briefing for FY 2026 Q4

Luke Fulp, vice president and chief financial officer, will provide a financial briefing and review of the auxiliary and recharge service center watch list. This financial analysis provides preliminary data for FY 2026 based on activity through June 2026.

Unrestricted Funds

UA is reporting an ending unrestricted unreserved fund balance (UFB) of $40.8 million for FY26. This represents an increase of $118,600 from the FY25 balance of $2.5 million. Fund balance has remained stable since 2024.

The unrestricted activity is projected to result in a total revenue of $617.8 million and total expenditures of $616.5 million for FY26. The major unrestricted revenue streams are as follows:

- State Appropriation (UFG): $351.4 million.
- Student Tuition and Fees (gross): $147.3 million, with $(24.4) million in tuition discounts/allowances. This reflects continued increases in student credit hours.
- Indirect Cost Recovery: $58.9 million, which represents a 1% decrease over FY25 due to a reduction in federal awards.
- UA Receipts: $30.0 million, which includes a $10 million sale of property to AHFC.

Unrestricted expenditures are primarily driven by personnel costs:

- Salaries and benefits account for 62% of all expenses. Personnel across the board salary increases and rising benefit costs.
- Significant non-personnel expenditures include contractual services at $149.4 million and commodities at $21.4 million.

Auxiliary and Recharge Funds

At year-end, administration reviews all funds against the agreed-upon watchlist criteria of a deficit balance exceeding $1 million paired with a multi-year recovery plan. While balances between $500,000 and $1 million fall below the board's reporting threshold, they are included in the presentation material to ensure full visibility into all potential watchlist items. Administration actively collaborates with each unit to track performance and ensure recovery efforts yield positive results.

Preliminary fiscal year-end data indicates overall positive trends towards recovery. UA predicts that auxiliary and recharge funds will break even in FY29 (UAF Facilities Services Recharge Service Center; UAF Dining Services Auxiliary), FY30 (UAA Bookstore Auxiliary), or FY31 (UAA Housing, Dining, and Conference Auxiliary; UAA Parking Auxiliary; UAA Alaska Airlines Center Auxiliary; UAF Utilities Recharge Service Center).

Auxiliary funds end FY26 with a deficit fund balance of $(8.8) million. Recharge service centers are ending FY26 with a deficit of $(9.2) million.

Key Balance Sheet Data

Cash balances continue to remain stable. June 2026 cash balances returned to FY24 levels. As of June 30, 2026, endowment fund balances for UA and UA Foundation increased $50.4 million from June 30, 2025, thanks to strong investment returns.

FULL BOARD – INITIAL REVIEW OF FY28 OPERATING AND CAPITAL BUDGET REQUESTS AND THE LONG-RANGE CAPITAL PLAN

At its September 3 meeting, the UA Board of Regents will conduct an initial review of the proposed FY28 operating and capital budgets and the FY29–FY33 Long-Range Capital Plan. The proposals remain preliminary and will be refined and prioritized before the Board is asked to approve the budgets in November.
The proposed FY28 operating budget includes approximately $199.9 million in changes across all fund sources, with compensation increases still to be determined. Major funding areas include fixed-cost increases for technology and cybersecurity, facilities, utilities, public safety, and risk management; student recruitment and success initiatives; other program investments; research; and additional authority to expend anticipated non-state revenue.
UAA-related priorities include:

- $5.9 million in program proposals to strengthen enrollment services, sustain and expand student-success initiatives, advance UAA's dual mission at Kenai Peninsula College and Mat-Su College, recruit students from outside Alaska, expand nursing pathways, and build philanthropic capacity.

- $17 million of the proposed $60 million systemwide deferred-maintenance allocation for critical infrastructure, life-safety, accessibility, technology, and resilience projects across UAA's Anchorage and community campuses.
- FY28 capital investments for expanded student housing, planning for a new childcare facility, an Alaska Native Gathering Space supported through fundraising, delivery of bachelor's degrees at community campuses, and expansion of the Community and Technical College's Auto Diesel Technology facility.
- A $236.3 million UAA project portfolio within the FY29–FY33 Long-Range Capital Plan, including future investments in aviation, Alaska Native and fine arts facilities, student-success spaces, childcare, recreation, and workforce-development facilities at UAA's community campuses.

G. Administrative and Support Services Effectiveness Reviews (ASER)

Speaker: Ryan

Resources:
- Reviews - Services Assessment - Document Folder
- PBAC_ASER_Revised_SOP.docx
- PBAC_ASER_Revised_Assessment_Schedule.xlsx
- PBAC_ASER_Work_Breakdown_Schedule.xlsx

Over the summer, the administrative framework for the Administrative and Support Services Review (ASER) was revised to clarify the review process, strengthen reporting guidance, and incorporate substantive feedback to help units improve their services. The revised schedule groups similar services across UAA's campuses for concurrent review and distributes the work across a seven-year cycle. Units requiring continued monitoring will report again in two years, while units that do not submit a report as scheduled will be moved to the following year's review cycle.

AY27 (2026–27) Proposed Review Cohort Finance, Research Administration:

Service family	Division / campus	Unit	Review type
Finance, Research Administration & EHS	Kodiak	Kodiak Financial Services	Full review
Finance, Research Administration & EHS	Mat-Su	Mat-Su Financial Services	Full review
Finance, Research Administration & EHS	PWSC	PWSC Financial Services	Full review
Finance, Research Administration & EHS	VCAS	Budget Office	Full review
Finance, Research Administration & EHS	VCAS	Fiscal Office	Full review
Finance, Research Administration & EHS	VCR	Office of Sponsored Programs	Full review

Service family	Division / campus	Unit	Review type
Finance, Research Administration & EHS	VCR	Sponsored Programs Administrative Services	Full review
Finance, Research Administration & EHS	VCR	Research Compliance and Commercialization	Full review
Digital, Data & Compliance	Kodiak	Kodiak Information Technology	Full review

The Kodiak Information Technology and Research Compliance and Commercialization units are carryovers from last year. Going forward the Research Compliance and Commercialization unit will be part of the Finance, Research Administration & EHS cohort.

After review and discussion, as motioned by JakeChoose an item., and seconded by Carrie,the above units to be reviewed this fiscal year were unanimously approved. Department heads of these units will be contacted immediately to notify them that their departments will be reviewed.

H. Monthly Governance Reports

Speaker: Ryan

Resources:
- Chancellor's Report – Cheryl Siemers
- Provost's Report – Denise Runge
- VCAS' Report – Ryan Buchholdt
- VCUA's Report – Tanya Pont
- VCR Report – Aaron Dotson
- VCSA – Tom Green

These reports are provided to the Faculty Senate and Staff Council governance groups and copied here for the Council's awareness and convenience.

I. Other Matters

The following items were also discussed by the Council:

- The Council's schedule of work shows work to be done between September and April of each year with the Council not meeting May through August. A suggestion was made to expand the working time of the Council to include the summer months. Further discussion to take place at a later date.
- A suggestion was made to remove the word "and" from the Council's name, making it Planning Budget Advisory Council. Further discussion to take place at a later date.
- A request was made that the Council be provided with a legislative report at each meeting.

J. ADJOURNED

With no further matters to be brought before the group, the meeting was adjourned.

Respectfully Submitted,

Rhiannon J. Calkins, CAP
Executive Assistant and Recording Secretary