

8QLYHUVLW\ RI \$ODVND &RPELQHG 5HVHDFK DQG ([WHQVLRQ \$QQXDO 5HSRUW RI \$FF  
 9 \$ 3ODQQHG 3URJUDP 6XPPDU\

3URJUDP

1DPH RI WKH 3ODQQHG 3URJUDP  
 1DWXUDO 5HVRXUFHV DQG &RPPXQLW\ 'HYHORSPHQW  
 5HSRUWLQJ RQ WKLV 3URJUDP  
 9 % 3URJUDP .QRZOHGJH \$UHD V  
 3URJUDP .QRZOHGJH \$UHDV DQG 3HUFHQWDJH

.\$ &RGH	.QRZOHGJH \$UHD	([WHQVLRQ	([WHQVLRQ	5HVHDFK	5HVHDFK
	6RLO 3ODQW :DWHU 1XWULHQW 5HODWLRQVKLSV				
	&RQVHUYDWLRQ DQG (ILFLHQW 8VH RI :DWHU				

	2XWGRRU 5HFUHDWLRQ				
	\$TXDWLF DQG 7HUUVWULDO :LOGOLIH				
	&RQVHUYDWLRQ RI %LRO RJLFDO 'LYHUVLW\				
	%DVLV 3ODQW %LRORJ\				
	1DWXUDO 5HVRXUFH DQG (QYLURQPHQWDO (FRQRPLFV				
	7RWDO				

9 & 3ODQQHG 3URJUDP ,QSXWV  
 \$FWXDO DPRXQW RI )7( 6<V H[SHQG HG WKLV 3URJUDP

<HDU	([WHQVLRQ		5HVHDFK	
3ODQ				
\$FWXDO 3DLG				
\$FWXDO 9ROXQWHHU				

\$FWXDO GROOMUV H[SHQGHG LQ WKLV 3URJUDP LQFOXGHV &DUU\RYH

8QLYHUVLW\ RI \$ODVND &RPELQHG 5HVHDFK DQG ([WHQVLRQ \$QQXDO 5HSRUW RI \$FF

([WHQVLRQ		5HVHDFK		
6PLWK /HYHU	E F ([WHQVLRQ	+DWFK	(YDQV \$OOHQ	
0DWFKLQJ	0DWFKLQJ	0DWFKLQJ	0DWFKLQJ	
\$OO 2WKHU	\$OO 2WKHU	\$OO 2WKHU	\$OO 2WKHU	

9 ' 3ODQQHG 3URJUDP \$FWLYLW\

%ULHI GHVFULSWLRQ RI WKH \$FWLYLW\

5HVHDFKHUV SURYLGHG VFLHQFH EDVHG LQIRUPDWLRQ LQ UHVRXU  
LPSDFW RI QDWXUDO UHVRXUFH XVH LQYROYLQJ PDUNHW DQG QRQPDUN  
DGGUHVVLQJ LVVXHV LQ XUEDQ DQG UXUDO FRPPXQLWLHV 0HDVXUDEO  
SXEOLFDWLRQV HGXFDWLRQDO RSSRUWXQLWLHV DQG FLWL]HQ SDUWLF  
3DUWQHUVKLSV ZHUH GHYHORSHG DQG PDLQWDLQHG WKDW DGGUHV  
LQVWLWXWLRQ DQG LQWHUGLVFLSOLQDU\ FROODERUDWLRQ FRQWLQXHO  
PXOWLVWDWH SURMHFWV FRQFHUQLQJ QDWXUDO UHVRXUFHV VWHZDUG  
RWKHU ODQG JUDQW LQVWLWXWLRQV H[WHQVLRQ DQG IHGHUDO SDUWLF  
8\$) XQLWV WR DVVXUH HQJDJPHQW WKDW FRQWLQXHG WR PDNH WKHLU  
WR WKHLU QHHGV HVSHFLDOO\ \$ODVNDQV PRVW GLUHFWO\ LPSDFWHG  
\$FWLYLWLHV LQFOXGHG UHVLHZV RI FRQWHPSRUDU\ UHVRXUFK UHO  
SURYLGHG XQELDVHG VFLHQWLILF LQIRUPDWLRQ DERXW QDWXUDO UHV  
UHVRXUFHV LVVXHV ([WHQVLRQ ZRUNVKRSV GHPRQVWUDWLRQV DQG E  
GLVFXVVRQV DQG + DQG )\$ SURMHFWV WKDW FDQ KHOS SUHSDUH \F  
ILHOGV

%ULHI GHVFULSWLRQ RI WKH WDUJHW DXGLHQFH

7KLV SURJUDP IRFXVHG RQ LQGXVWU\ SURIHVVLRQDOV HQUHSUHG  
DQG EXVLQHVVHV DQG ERWK QRQSURILW DQG IRU SURILW GHYHORSPH  
SUREOHPV RI WKH WUDGLWLRQDOO\ XQGHUVHUYHG UXUDO SRSXODWLRQ  
6WDNKHROGHUV ZHUH WKRVH GLUHFWO\ LPSDFWHG E\ FRQWHPSRUDU\ C  
ODQG UHVRXUFHV PLQLQJ UHVRXUFHV ZDWHU UHVRXUFHV \RXQJ DGX  
HPSOR\PHQW LQ QDWXUDO UHVRXUFH UHODWHG EXVLQHVVHV DJHQFLH  
UHVRXUFH UHODWHG RFFXSDWLRQV ZKR ZLVK WR LQFUHDVH WKHLU VNL  
VWDWH DJHQFLHV

+RZ ZDV H;WHQVLRQ XVHG"

8VH RI H;WHQVLRQ UHVRXUFHV LQ )< KDV EHHQ YDOXDEOH WR RXWU  
PDLQWDLQHG PHPEHUVKLSV LQ QDWXUDO UHVRXUFHV DQG FRPPXQLW\ C  
3UDFWLFH &R3V 7KH XUEDQ H[WHQVLRQ GLUHFWRU ZDV D PHPEHU RI  
+HDOWK\ &RPPXQLWLHV &R3V \$Q DJHQW ZDV D PHPEHU RI WKH &OLPDW

8QLYHUVLW\ RI \$ODVND &RPELQHG 5HVHDFK DQG ([WHQVLRQ \$QQXDO 5HSRUW RI \$FF  
 6WDQGDUG RXWSXW PHDVXUHV

	'LUHFW &RQW, DQGLUHFW &RQW, DQGLUHFW &RQW, DQGLUHFW &RQWDFWV \$GXOWV \$GXOWV <RXWK <RXWK
\$FWXDO	

1XPEHU RI 3DWHQW \$SSOLFDWLRQV 6XEPLWWHG 6WDQGDUG 5HVHDFK  
 3DWHQW \$SSOLFDWLRQV 6XEPLWWHG  
 <HDU  
 \$FWXDO

3DWHQWV OLVWHG  
 3XEOLFDWLRQV 6WDQGDUG \*HQHUDO 2XWSXW 0HDXUH  
 1XPEHU RI 3HHU 5HYLHZHG 3XEOLFDWLRQV

	([WHQVLRQ	5HVHDFK	7RWDO
\$FWXDO			

9 ) 6WDWH 'HILQHG 2XWSXWV  
 2XWSXW 7DUJHW

2XWSXW

2XWSXW 0HDXUH  
 " 2XWSXW \$FWLYH SDUWQHUVKLSV ZLWK RWKHU ODQG JUDQW LQ  
 VWDNHKROGHU JURXS DQG RUJDQL]DWLRQV  
 <HDU \$FWXDO

2XWSXW

2XWSXW 0HDXUH  
 " 2XWSXW 'HYHORS DQG GHOLYHU SXEOLF LVVXHV HGXFDWLRQ Z  
 RQ ORFDOO\ UHOHYDQW QDWXUDO UHVRXUFHV DQG UHODWHG LVV  
 <HDU \$FWXDO



8QLYHUVLW\ RI \$ODVND &RPELQHG 5HVHDFK DQG ([WHQVLRQ \$QQXDO 5HSRUW RI \$FF  
9 \* 6WDWH 'HILQHG 2XWFRPHV

**9 6WDWH 'HILQHG 2XWFRPHV 7DEOH RI**

2	1R	287&20( 1\$0(	
		2XWFRPH ,QFUHDVH DQG PDLQWDLQ SDUWQHUVKLSV ZLWK VW DJHQFLHV DQG RWKHU LQVWLWXWLRQV WKDW ZLOO HQKDQFH W QXPEHU RI SDUWQHUVKLSV	
		2XWFRPH ,QFUHDVH DQG PDLQWDLQ WKH QXPEHU RI LQWHJUD ([WHQVLRQ DFWLYLWLHV 0HDVXUH ZLOO EH QXPEHU RI DFWLYL 2XWFRPH ,QFUHDVH WKH UHFUXLWPHQW DQG UHWHQWLRQ RI DSSUHFLDWLQJ DQG FRQVLGHULQJ QDWXUDO UHVRXUFH PDQDJH	

8QLYHUVLW\ RI \$ODVND &RPELQHG 5HVHDFK DQG ([WHQVLRQ \$QQXDO 5HSRUW RI \$FF

2XWFRPH

2XWFRPH 0HDVXUHV

2XWFRPH ,QFUHDVH DQG PDLQWDLQ SDUWQHUVKLSV ZLWK VWDNH  
RWKHU LQVWLWXWLRQV WKDW ZLOO HQKDQFH WKH ODQG JUDQW PL  
\$VVRFLDWHG ,QVWLWXWLRQ 7\SHV

" ([WHQVLRQ  
" 5HVHDFK

D 2XWFRPH 7\SH

&KDQJH LQ \$FWLRQ 2XWFRPH 0HDVXUH

E 4XDQWLWDWLYH 2XWFRPH

<HDU \$FWXDO

F 4XDOLWDWLYH 2XWFRPH RU ,PSDFW 6WDWHPHQW

,VVXH mDWL:OGH 6DV

8QLYHUVLW\ RI \$ODVND &RPELQHG 5HVHDFK DQG ([WHQVLRQ \$QQXDO 5HSRUW RI \$FF  
VWDWLRQV LQ WKH 8 6 KRQRUHG E\ WKH :RUOG 0HWHRURORJLFDG  
YDOXH RI WKH ORQJ WHUP GDWD IRU XQGHUVWDQGLQJ HQYLURQPH  
\$VVRFLDWHG .QRZOHGJH \$UHDV

. \$ &RGHQRZOHGJH \$UHD  
&RQVHUYDWLRQ DQG (IILFLHQW 8VH RI :DWHU  
:DWHUVKHG 3URWHFWLRQ DQG 0DQDJHPHQW  
0DQDJHPHQW DQG 6XVWDLQDELOLW\ RI )RUHVW 5HVRXUF  
2XWGRRU 5HFUHDWLRQ

2XWFRPH

2XWFRPH 0HDVXUHV

2XWFRPH ,QFUHDVH DQG PDLQWDLQ WKH QXPEHU RI LQWHJUDWH  
DFWLYLWLHV 0HDVXUH ZLOO EH QXPEHU RI DFWLYLWLHV  
\$VVRFLDWHG ,QVWLWXWLRQ 7\SHV

" ([WHQVLRQ  
" 5HVHDFK

D 2XWFRPH 7\SH

&KDQJH LQ \$FWLRQ 2XWFRPH 0HDVXUH

E 4XDQWLWDWLYH 2XWFRPH

<HDU \$FWXDO

F 4XDOLWDWLYH 2XWFRPH RU ,PSDFW 6WDWHPHQW

,VVXH :KR FDUHV DQG :K\  
7KH QHHG IRU HFRQRPLF GLYHUVLILFDWLRQ LQ WLPHV RI VWDW  
LQ \$ODVND V QRQSHWUROHXP UHVRXUFHV LQFOXGLQJ ILVK ILEHU  
DGPLQLVWUDWLRQ KDV LQGLFDWHG VXSSRUW IRU QDWXUDO UHVR  
YDOXH RI VWHZDUGVKLS WUDQVSDUHQF\ LQWHJULW\ DQG VFLHC  
HIIRUWV RI UHVHDFK DQG RXWUHDFK SHUVRQQHO FDQ KHOS \$OD  
QDWXUDO UHVRXUFH PDQDJHPHQW

:KDW KDV EHHQ GRQH  
5HVHDFK HIIRUWV LQFOXGHG : 0DUNHWLQJ 7UDGH DQG 0  
)LVKHU\ 5HVRXUFHV DQG 1( 2XWGRRU 5HFUHDWLRQ 3DUNV DG  
8QGHUVWDQGLQJ +XPDQ DQG &RPPXQLW\ %HQHILWV DQG 0HFKDQL  
WKH 1( SURMHFW DOVR FROODERUDWHG ZLWK &RORUDGR 0RQV  
FUHDWLRQ RI D QDWLRQDO FHQWHU IRU UHFUHDWLRQ UHVHDFK V  
/DQG 0DQDJHPHQW %/0 DQG FR DXWKRUHG VHYHUDO SURMHFW U

8QLYHUVLW\ RI \$ODVND &RPELQHG 5HVHDFK DQG ([WHQVLRQ \$QQXDO 5HSRUW RI \$FF  
0LVVVRXOD ILHOG RIILFHV

5HVXOWV  
([WHQVLRQ SHUVRQQHO ZRUNHG ZLWK D UHVHDFKHU RQ FUHD  
%/0 SURMHFW HIIRUWV 7KHUH ZDV MRLQW FRRUGLQDWLRQ RI WKH  
5HVXUFH 0DQDJHPHQW ,VVXH DW +LJK /DWLWXGHV 5HVHDFKHU  
7UHH DQG WKH \$ODVND 0DVWHU 1DWXUDOLVW VHULHV 5HVHDFKHU  
WKH VRLOV UHVHDFKHU DQG WKH 1DWXUDO 5HVXUFHV &RQVHUY  
\*HRJUDSK\ )LHOG WULS WKDW LQFOXGHG D YLVLW WR WKH 0DWDQ  
\$VVRFLDWHG .QRZOHGJH \$UHDV

.\$ &RGHQRZOHGJH \$UHD  
&RQVHUYDWLRQ DQG (IILFLHQW 8VH RI :DWHU  
:DWHUVKHG 3URWHFWLRQ DQG 0DQDJHPHQW  
0DQDJHPHQW DQG 6XVWDLQDELOLW\ RI )RUHVW 5HVXUFH  
2XWGRRU 5HFUHDWLRQ

2XWFRPH

2XWFRPH 0HDVXUHV

2XWFRPH ,QFUHDVH WKH UHFUXLWPHQW DQG UHWHQWLRQ RI \RX  
DQG FRQVLGHULQJ QDWXUDO UHVRXUFH PDQDJHPHQW FDUHHUV 0H  
XQGHUJUDGXDWV VWXGHQWV HQUROOHG DQG QXPEHU RI \RXWK SD  
PDQDJHPHQW DFWLYLWLHV

\$VVRFLDWHG ,QVWLWXWLRQ 7\SHV

" ([WHQVLRQ  
" 5HVHDFK

D 2XWFRPH 7\SH

&KDQJH LQ \$FWLRQ 2XWFRPH 0HDVXUH

E 4XDQWLWDWLYH 2XWFRPH

<HDU \$FWXDO

F 4XDOLWDWLYH 2XWFRPH RU ,PSDFW 6WDWHPHQW

,VVXH :KR FDUHV DQG :K\  
\$ODVND LV D JUHDW QDWXUDO FODVVURRP WKDW DWWUDFWV  
WKH HIIHFW RI FOLPDWH FKDQJH LW LV HVVHQWLDO WR HGXFDW  
PXV FRPPXQLFDWH WKH QHHG IRU VXVWDLQDEOH PDQDJHPHQW  
HQJDJLQJ \RXWK LQ QDWXUDO UHVRXUFH PDQDJHPHQW DFWLYLWL

8QLYHUVLW\ RI \$ODVND &RPELQHG 5HVHDFK DQG ([WHQVLRQ \$QQXDO 5HSRUW RI \$FF

FDUHHU SDWKV WKDW ZLOO EXLOG VWDWH FDSDFLW\ WR PDQDJH C

:KDW KDV EHHQ GRQH  
+ RIIHUG QDWXUDO UHVRXUFH UHODWHG DFWLYLWLHV LQFOX  
DQG RXWGRRU HGXFDWLRQ SURMHFWV -XQLRU ODVWHU 1DWXUD  
:RUNVKRSV DQG SUHVHQWDWLRQV RQ QDWXUDO UHVRXUFHV LVVX  
WKH VWXGHQWV HQUROOHG LQ 150 FODVVHV IRU IDOO VPHVW  
XQGHUJUDGXDWL DQG JUDGXDWL UHVFDFK SURMHFWV WKDW FDC  
QDWXUDO UHVRXUFH ZRUN

5HVXOWV  
5HVHDFKHUV NHSW VWXGHQWV HQJDJHG LQ QDWXUDO UHVRX  
)RUHVW )HVW ZKHUH IRUPHU VWXGHQWV YROXQWHHUG WR KHOS  
)RU WKH WKLUG \HDU WKH 6FKRRO RI 1DWXUDO 5HVRXUFHV DQG (  
1DWXUDO 5HVRXUFHV 6XVWDLQDELOLW\ )LHOG 6HPLQDU ZLWK WZR  
+RNNDLGR 8QLYHUVLW\ )RUPHU 150 VWXGHQWV DSSO\ WKHLU NQR  
2QH IRUPHU VWXGHQW ZRUNV DW 'LVQH\ :RUOG DQG XVHV \*,6 WR \  
PDSSLQJ URXWHV IRU PRXQWDLQ ELNHUV 2WKHUV ZRUN IRU QDWX

\$VVRFLDWHG .QRZOHGJH \$UHDV

.\$ &RGHQRZOHGJH \$UHD  
&RQVHUYDWLRQ DQG (IILFLHQW 8VH RI :DWHU  
:DWHUVKHG 3URWHFWLRQ DQG ODQDJHPHQW  
ODQDJHPHQW DQG 6XVWDLQDELOLW\ RI )RUHVW 5HVRXUF  
2XWGRRU 5HFUHDWLRQ

2XWFRPH

2XWFRPH 0HDVXUHV

2XWFRPH ,QFUHDVH SXEOLF LQYROYHPHQW LQ QDWXUDO UHVRXU  
2XWFRPH PHDVXUH ZLOO EH WKH QXPEHU RI SDUWLFLSDQWV  
\$VVRFLDWHG ,QVWLWXWLRQ 7\SHV

" ([WHQVLRQ  
" 5HVHDFK

D 2XWFRPH 7\SH

&KDQJH LQ \$FWLRQ 2XWFRPH 0HDVXUH

E 4XDQWLWDWLYH 2XWFRPH

<HDU \$FWXDO

8QLYHUVLW\ RI \$ODVND &RPELQHG 5HVHDFK DQG ([WHQVLRQ \$QQXDO 5HSRUW RI \$FF  
F 4XDOLWDWLYH 2XWFRPH RU ,PSDFW 6WDWHPHQW

,VVXH :KR FDUHV DQG :K\  
\$ODVND V ULFK QDWXUDO UHVRXUFHV UHTXLUH RQJRLQJ PDQD  
VXSSRUW LV NH\ WR SURJUHVV RQ LPSOHPHQWLQJ EHVW SUDFWLF  
PXVW FRPPXQLFDWH WKH QHGH WR PDQDJH VXVWDLQDEO\ \$ODVND  
VXSSRUW LQ HQJDJLQJ \RXWK LQ QDWXUDO UHVRXUFH PDQDJHPHQW  
VWHZDUGVKLS DQG FDUHHU SDWKV WKDW ZLOO EXLOG VWDWH FDS

:KDW KDV EHHQ GRQH  
7KH \$ODVND 0DVWHU 1DWXUDOLVW FHUWLILFDWLRQ SURJUDP  
DERXW PXVKURRP HFRORJ\ + -XQLRU 0DVWHU 1DWXUDOLVW SUR  
DGXOWV GXULQJ VSULQJ EUHDN ZLWK SDUWLFLSDQWV IURP \$QFK  
)DFHERRN SDJH ZDV PDLQWDLQHG WKDW FXUUHQWO\ KDV IROOP  
WHDFK D ZLGH YDULHW\ RI QDWXUDO UHVRXUFH DQG HFRORJ\ FOD  
HQYLURQPHQWDO HGXFDWLRQ SHGDJRJ\ DQG LQWHUSUHWDLRQ V  
LQYROYH WKH SXEOLF LQ ELUFK VDS FROOHFWLRQ

5HVXOWV  
3DUWLFLSDQWV ZKR FRPSOHWHG WKH HQWLUH FODVV KRUV  
SODQQHG D ILQDO WHDFKLQJ SURMHFW DQG SOHGJHG YROXQWH  
WKH FRPPXQLW\ EXLOGLQJ ORFDO FRQVHUYDWLRQ OLWHUDF\ DQG  
FHUWLILHG PDVWHU QDWXUDOLVWV KDYH EHFRPH + /HDGHUV WR  
+ &OXEV RIIHU -U 1DWXUDOLVW SURJUDPV IRU \RXWK DJHV  
KRPHVFKRRO SDUHQWV (LJKW SDUWLFLSDQWV FHUWLILHG E\ WKH  
ZRUNLQJ DW VFLHQFH FHQWHUV ERWDQLFDO JDUGHQV DQG SDUN  
ELUFK VDS FRQLQXHG ZLWK KRXXVKROGV DQG FODVVURRPV  
7KUHH KRXXVKROGV LQVWDOOHG WXELQJ LQVWDOODWLRQV IRU W  
\$VVRFLDWHG .QRZOHGJH \$UHDV

.\$ &RGHQRZOHGJH \$UHD  
&RQVHUYDWLRQ DQG (IILFLHQW 8VH RI :DWHU  
:DWHUVKHG 3URWHFWLRQ DQG 0DQDJHPHQW  
0DQDJHPHQW DQG 6XVWDLQDELOLW\ RI )RUHVW 5HVRXUFH  
2XWGRRU 5HFUHDWLRQ

## 2XWFRPH

2XWFRPH 0HDVXUHV

2XWFRPH 0HDVXUH 'HPRQVWUDWH HIIHFWLYH FROODERUDWLRQ E  
UHVROYH LVVXH

1RW 5HSRUWLQJ RQ WKLV 2XWFRPH 0HDVXUH

8QLYHUVLW\ RI \$ODVND &RPELQHG 5HVHDFK DQG ([WHQVLRQ \$QQXDO 5HSRUW RI \$FF

9 + 3ODQQHG 3URJUDP ([WHUQDO )DFWRUV

([WHUQDO IDFWRUV ZKLFK DIIHFWHG RXWFRPHV

- " Natural Disasters (drought, weather extremes, etc.)
- " Economy
- " Appropriations changes
- " Public Policy changes
- " Government Regulations
- " Competing Public priorities
- " Competing Programmatic Challenges
- " Populations changes (immigration, new cultural groupings, etc.)

%ULHI ([SODQDWLRQ

Alaska continues to be severely impacted by the falling price of crude oil. The state provides a significant portion of the university's funds, and the university has experienced several consecutive years of reductions. About 40 percent of SNRE funding comes from the state. Between 2014 and 2018, the university system's state appropriation dropped from \$378 million to \$317 million. In FY18, key natural resource personnel departed including an economist working with the tourism industry, a