

Campus Finance Committee Meeting

Date: Friday, July 2, 2021

Time: 10am

In Attendance

Elizabeth Watkins, Gerry Bomotti, Anil Deolalikar, Christopher Lynch, Deborah Deas, Jason Stajich, Jeff Girard, Jennifer Brown, Juliet McMillian, Katherine Kinney, Kevin Vaughn, Louie Rodriguez, Mariam Lam, Peter Hayashida, Rodolfo Torres, Shaun Bowler, Steven Mandeville-Gamble, Yunzeng Wang, and Stephanie Flores (committee support)

HEERF Funds Staff Proposal - Jeff

Staff Proposal attached.

Proposal 1 – Staff Pantry (\$134K), purchase of food and hiring a limited employee and student workers, HEERF eligible

Proposal 2 – Remote Work (\$1M), funding allocated to each org based on staff FTE for computer/office equipment and furniture, HEERF eligible

Proposal 3 – Mental Health (\$250) expand ComPsych services for 1 year, HEERF eligible

Proposal 4 – Professional Development (\$381K) training for both employees and supervisors for working in a hybrid environment which would require an instructional designer and a trainer to develop online training modules and supporting materials, HEERF eligible

Discussion – all

Concern that the distribution of the remote work funds would imply that hybrid was permissible in all areas. Should the calculation be different because there are some staff that never left campus as their work cannot be done remote or hybrid? The intent is to allocate the funds to the entire Org and have the Org head make the best decisions about needs. We will need to evaluate options for different funding allocation models.

Could the funding be more targeted similarly to how the faculty program targets junior faculty? This was part of the discussions and Staff Pantry could target employees who would most benefit and professional development was needed across the spectrum because it is an underfunded area on campus.

Should we consider asking central HR to partner with UNEX to provide training and career development? What are the usage rates of LinkedIn and Lynda.com which are online courses? Seems like using the funding for staff certificate programs through UNEX would be a good option. Will connect HR with UNEX to maximize the use of the funds. The obtaining of certificates is very appealing to staff.

HEERF Funds Lost Revenue Proposal - Gerry

Summary of Lost Revenue model attached.

Looked at the change in revenue between FY19 and FY21, what did units do to mitigate the losses, consider carryforward balances. Applied three different modeling scenarios focused on carryforward balances, gross losses, and variance to net losses to incorporate mitigation of losses and then averaged the results to determine the units with the greatest impact from the lost revenue.

Discussion – all

Concern that SOM is not listed for lost revenue as the SOM. Number of expenses from SOM that were incurred in support of the campus are being included in FEMA Claim. Funds are being held back in case FEMA does not come through to ensure those expenses are reimbursed.

Other non-federal revenue sources that could benefit a unit were considered. In addition, structural operating losses/trends that existed prior to covid were factored into review as these losses are not HEERF eligible.

Clarification that this lost revenue exercise was looking at non-State revenue losses. The \$10M was pushed out to units to offset the State revenue losses that resulted in the budget cuts.

Reminder to keep a campus-focused view when looking at the revenue losses and all HEERF funding allocations.

HEERF Funds College/School/Cross-Org Proposals – Liz

Proposals from Colleges/Schools and campus-wide attached.

Proposal 1-Expand GSOE Writing Support: HEERF eligible

Proposal 2-Increase CNAS TA Support in FY22: HEERF eligible, but need to hold and see the need that materializes before funding, possibly fund with reserve

Proposal 3-Supplemental Instruction Program in SOM: HEERF eligible but concerns because the state funding augmentations that are designated to the SOM in FY22 budget – the \$25M in FY21 could not be used on the clinical operations and the \$25M one-time funds in FY22 is specifically for clinical operations because there was no investment for start-up in the clinics, and the additional \$10M one-time funding in FY22 from the state was to help review options for a hospital alignment.

Proposal 4-Essential Field Experiences for CNAS UGs in Earth & Planetary Sciences: this is a state requirement for geologist certification, HEERF eligible

Proposal 5-BCOE Proposals

1. Peer Mentors: HEERF eligible
2. Student Orgs: need to be more focused on the covid relation and then could meet the HEERF requirements
3. Staff positions lost to budget cuts: doesn't meet HEERF requirements since it's reoccurring
4. Year-round Lab Modules: HEERF eligible

5. Summer Program for Incoming Transfers: HEERF eligible, but need to hold and see the need that materializes before funding, possibly fund with reserve
6. UG Research Experience: aspire over 50% of UGs to get research experience and they weren't available during closure, HEERF eligible
7. TAs to support Remote Learning of Int'l Grad Students: HEERF eligible, but need to hold and see the need that materializes before funding, possibly fund with reserve

Proposal 6-Improve Student Success for MPP Graduate Student in SPP: HEERF eligible

Proposal 7-Tutoring for Upper Div Physics students and Grad Students in CNAS: HEERF eligible

Proposal 8-UE and UNEX collaboration for Stop-out Student Reengagement: specific call out in the HEERF funds so yes this is eligible

Proposal 9-Drafted by Business/SPP but for all colleges to increase support for Peer Academic Advising: HEERF eligible, this is peer academic advisors and BCOE was peer mentors so this is different

Proposal 10/10a-Advising Conference Room upgrades: HEERF eligible, staff member in XCITE went to each room with the College Assistant Deans to ensure everything was doable and comparable to what was being done in the ARC

Proposal 11-Research opportunities for UG students: HEERF eligible

Discussion – all attendees

Overall these are great proposals and we will need to consider some of these for strategic perm state funding allocations.

Action Items

Motion: To recommend the Staff proposal. Majority agreement.

Motion: To recommend the Lost Revenue proposal. Majority agreement.

Motion: To recommend the College/School/UG Academic Initiatives proposals – 1,3, 4, 5.1, 5.4, 5.6, 6, 7,8, 9, 10/10a, and 11. Majority agreement.

Hold off on College/School/UG Academic Initiatives proposals – 2, 5.5, 5.7 and need to dig in on these, see what materializes and possibly fund with reserve funds later.

Reject the College/School/UG Academic Initiatives proposals – 5.2, 5.3

Next Meeting

Monday, July 12 at 1:30pm

UNIVERSITY OF CALIFORNIA, RIVERSIDE



UCR Staff Funding Recommendations

*Supporting a successful return to campus
with HEERF II funding*

UCR CAMPUS FINANCE COMMITTEE

JULY 2021

Executive Summary

Funding is needed to support UCR staff at equitable levels.

UCR staffing is at a critical breaking point. Shortages in staffing and staff resources have historically existed at UCR, but many of the shortcomings have been significantly exacerbated by the pandemic. An [April 2021 Los Angeles Times article](#) stated that UCR “staff are stretched so thin that many are doing two jobs at once.” Recent estimates by campus leadership indicate that UCR staff-to-student ratios are at a deficit of up to 25 percent when compared to staffing/student ratios at similar University of California campuses.

UCR’s staff inequities primarily affect women (51.2 percent represented/59.87 percent policy-covered), people of color (70 percent represented/65 percent policy-covered) and our lowest-income employees (26.7 percent of all staff make less than 45k a year; 66.6 percent of all staff make less than 75k a year).*

**October 2019 Non-Academic Staff Headcount provided by UCR Institutional Research*

The four recommendations that follow are put forth because they specifically adhere to the requirements necessary for HEERF funding, but they do not resolve UCR’s significant staffing crisis. Through HEERF funds or other funding streams, it remains essential to find ways to ensure that staffing, programs, and services are created or expanded to specifically support UCR staff.

Additionally, any discussions about UCR’s long-term growth or strategic planning *must include* specific permanent funding, metrics, and timelines to address UCR’s ongoing staffing inequities.

GUIDING PRINCIPLES

All of the following recommendations:

- Are in consultation and reviewed by Chief Financial Officer Gerry Bomotti and in his opinion adhere to the HEERF guidelines.
- Are intended as one-time federal funds, though additional permanent funding should also be considered using campus resources.
- Would apply to both represented and policy-covered staff.
- Will require usage reporting by the orgs/units as dictated by HEERF.
- Includes input from relevant stakeholders including bargaining unit representatives, UCR Human Resources, IT and Student Affairs.

RECOMMENDATIONS

1. Expand R’Pantry with a one-year pilot program to include access for UCR staff experiencing food insecurity.

Funding will be used to purchase food, hire a limited employee on a 1-year appointment, and support graduate students to help in the daily operations (along with the R’Pantry Coordinator).

Total: \$134,000

2. Provide college/units with additional funding to purchase equipment and furniture for staff approved to work hybrid or remote schedules.

Funding will be allocated to each college/unit utilizing an allocation formula based on the number of staff, and allows units to make the best decisions on utilization of funds, and then report back the final allocations, consistent with the intent of these funds.

Total: \$1 million

3. Provide one-time funding to expand mental health and wellness resources for staff and faculty.

Funding will be utilized to expand ComPsych’s services for a period of one year to include additional mental health resources for staff and faculty.

Total: \$250,000

4. Provide one-time funding for career-related trainings and resources related to post-COVID, return to campus and hybrid work.

Funding will provide overall professional development training for UCR staff, to include training for individuals working on a hybrid basis, for both the employee and supervisor, and to make up for many training and professional development opportunities missed, due to COVID.

Total: \$381,000

The sum of the four recommendations is \$1.765 million.

1. Staff Pantry

Expand R’Pantry with a one-year pilot program to include access for UCR staff experiencing food insecurity.

According to the [California Department of Social Services](#), there were 112,508 CalFresh recipients within a 10-mile radius of UC Riverside in 2018. A 2021 policy brief by the California Policy Lab at UC Berkeley stated that about [14% of California’s population relied on CalFresh](#) for assistance and nearly one-fifth of CalFresh recipients left the program within the first month of being required to provide the required paperwork.

Similar to the services R’Pantry already provides for UCR students, HEERF funding would create a one-year pilot program to provide emergency non-perishable food, personal hygiene, household care, and childcare items to both represented and non-represented staff experiencing food insecurity.

Current examples of UC pantries accessible by staff include [Berkeley](#) and [UCLA](#).

Denise Woods, UCR’s Assistant Vice Chancellor of Health, Counseling and Wellness, has indicated that her team is amenable to a pilot pantry program for staff. R’Pantry can begin preparations as soon as funding is provided.

Funding would be used to purchase food, hire a limited employee on a 1-year appointment, and support graduate students to help in the daily operations (along with the R’Pantry Coordinator).

BUDGET PROJECTION

Item	Cost
Dry goods and produce; 3 students at 15hrs/week; \$400 onboarding cost x4	TOTAL: \$134,000 (12 months)

2. Remote Work

Provide college/units with additional funding to purchase equipment and furniture for staff approved to work hybrid or remote schedules.

The past 16 months have demonstrated the ability for many UCR staff to effectively fulfill their job functions in a remote setting. Moving forward, a work schedule that includes some hybrid/flexible remote options can be beneficial for employee recruitment and retention, and employee engagement and well-being. Systemwide Human Resources has recognized the need to provide written guidance and has prepared “[Guidance Regarding Flexible Work for Staff.](#)” UCR’s Human Resources has also created [a new web page](#) with remote work guidelines and resources.

Additionally, a UCR Staff Flexible Work Survey was sent on June 15 to more than 3,000 UCR staff, conducted by Willis Towers Watson, with specific questions about staff challenges and preferences as they pertain to flexible work. The survey closed on June 28. Survey analysis is ongoing but initial findings are revealing about staff’s attitudes about remote work:

- 2,830 staff were invited to participate in the survey; 1,379 (47%) responded
- Respondents’ biggest challenge to remote work included internet connectivity, ergonomic support, office supplies, office equipment and collaboration tools.
- Currently working primarily: 157 (12%) on-site; 180 (14%) hybrid; 982 (74%) remote

One survey question asked respondents to list their work preferences in the future. Out of 412 responses, only 32 staff (8%) chose the option for full-time, on-site at a UCR work location.

Work preference breakdown:

- Hybrid A: On-site 3-4 days/wk, 1-2 days remote = 91 (22%)
- Hybrid B: On-site 1-2 days/wk, 3-4 days remote = 122 (30%)
- Remote A: Remote full-time within commute distance = 123 (30%)
- Remote B: Remote full-time outside commute distance = 44 (11%)
- On-site: Full-time on site at a UCR work location = 32 (8%)

The challenge for many UCR orgs is funding. In many cases, the equipment staff are using now may be borrowed from their office, making it difficult to work a hybrid (some on campus and some remote) schedule without additional investment in necessary equipment.

One-time HEERF funds would be allocated to purchase equipment and furniture for individuals who will continue to work some level remotely. Chief Financial Officer Gerry Bomotti has suggested an allocation

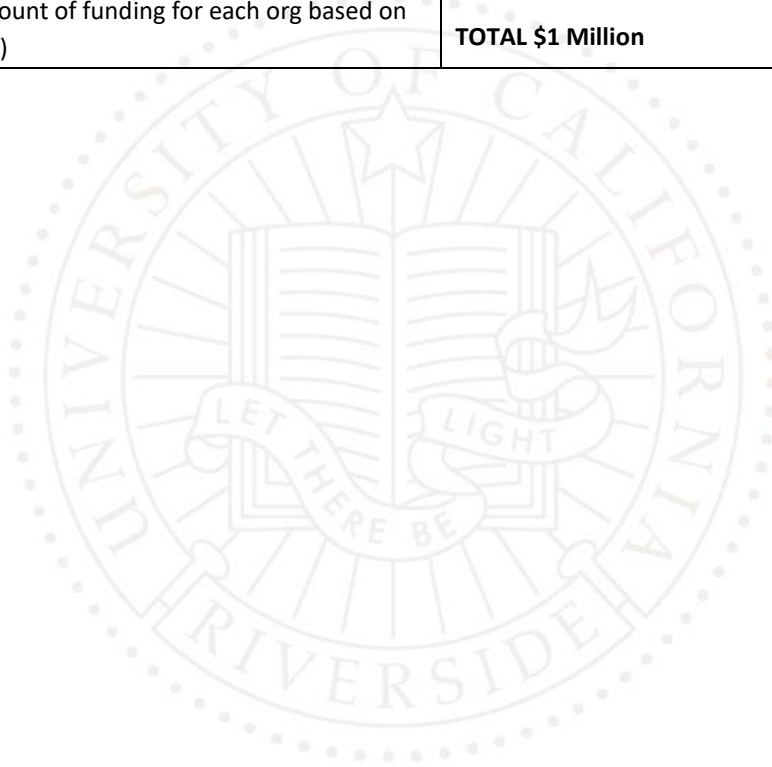
UNIVERSITY OF CALIFORNIA, RIVERSIDE

formula that provides an amount of funding for each org based on number of staff and allows units to make the best decisions on utilization of funds, and then report back the final allocations, consistent with the intent of these funds.

It is also suggested that each unit work with their IT expertise to understand needs.

BUDGET PROJECTION

Item	Cost
Laptops, keyboards and other computer equipment and furniture, as designated by each org/unit (distributed using an allocation formula that provides an amount of funding for each org based on number of staff)	TOTAL \$1 Million



3. Mental health

Provide one-time funding to expand mental health and wellness resources for staff and faculty.

According to the Centers for Disease Control and Prevention and United States Department of Health and Human Services, 40 percent of U.S. adults reported struggling with mental health or substance use during 2020. Nearly 11% seriously considered suicide, 13% started or increased substance use, 31% showed symptoms of depression or anxiety, and 26% said they suffered from COVID-19-related trauma. There were also disproportionately high mental health effects on young adults, Hispanic persons, Black persons, essential workers, unpaid caregivers, and those with existing mental health conditions.

UCR’s Human Resource’s Faculty and Staff Assistance program provides some free and confidential counseling services via a third-party vendor called [ComPsych](#). Many UCR staff also have health care services through employee benefits that will provide up to 3 additional mental health-related visits at no cost.

Implemented at UCR in fall of 2020, ComPsych services are accessed via a website or 1-800 phone number, and some additional programming is also offered in partnership with HR’s Employee and Organizational Development program. UCR’s HR representatives have indicated that, to date, mental health services provided by ComPsych have been under-utilized by staff and faculty.

Potential challenges may be a lack of effective advertising/communication to staff about ComPsych, accessing services via a website or phone number, or larger stigmas surrounding mental health. UCR’s Faculty and Staff Assistance Program also relies on a third-party, off-campus service in comparison to [UCSD](#), [Berkeley](#), [UCSE](#), [UCSB](#) and other UC’s which offer in-person, on-campus mental health and wellness support departments for staff and faculty.

One-time HEERF funding would be utilized to expand ComPsych’s services for a period of one year to include additional mental health resources for staff and faculty to include:

BUDGET PROJECTION

Item	Cost
Overall augmentation of ComPsych and other existing mental health programs already available at UCR	TOTAL: \$250,000

4. Professional Development

Provide one-time funding for career-related trainings and resources related to post-COVID, return to campus and hybrid work.

Returning to campus for the majority of UCR employees after 16 months will present several workplace challenges, both for supervisors and staff. Transitioning to a “new normal” that includes some hybrid work will also create new methods for communicating, delegating, collaboration and building trust. Consideration should also be made for the training and professional development opportunities that have been lost by the majority of UCR’s staff due to pandemic-related closures and cutbacks.

HEERF funding will provide overall professional development training for UCR staff, to include training for individuals working on a hybrid basis, for both the employee and supervisor, and to make up for many training and professional development opportunities missed, due to COVID. Funding will allow UCR’s Human Resources to create additional trainings, materials, and certifications to expand its library of course offerings and address many of these challenges and losses related to the pandemic.

One-year funding for an instructional designer: As a contracted position on a one-year appointment, the instructional designer will be responsible for designing online training modules and supporting materials for several educational classes including Managing in the Modern Workplace, Team Dynamics, Building Inclusive Teams and Trust, and Collaboration and Communication. Courses will be offered to both staff and their managers and will address specific post-COVID related challenges.

One-year funding for a learning and development consultant trainer 4: This is an existing position with temporary funding that will expire in July. The trainer will work closely with the instructional designer to develop leader and non-leader tracks specifically for remote/hybrid work that will offer ongoing professional development through UCR’s Learning Management System (LMS). The trainer will also help with testing eCourses in the LMS and collaborate/troubleshoot with other designers on campus.

One-year funding for UCR’s annual Staff Conference: Co-sponsored by UCR’s HR, Staff Assembly and LEAD, UCR’s first staff conference was attended by more than 540 staff via Zoom in March 2021. A 2022 Staff Conference will include a COVID-specific track that focuses on the workplace post-pandemic with presentations, suggestions, and input from participants. Specific topics may include how leaders support employees in a virtual environment, recognizing and addressing mental health challenges, and communication with hybrid/remote teams. The 2022 conference will most likely offer an in-person component which will incur additional costs related to room rental, travel and catering.

UNIVERSITY OF CALIFORNIA, RIVERSIDE

One-time cost to purchase training library: Corporate Training Materials is a third-party vendor with which HR already works. A one-time purchase can be made to obtain its suite of materials that can be customized for UCR staff with an emphasis on challenges related to a hybrid workplace, return to campus, suggestions for supporting staff, and how to identify and address mental health issues.

One-time cost for e-courses: Skillsoft offers 180,000 courses, videos and books including specific courses on managing in the workplace, building successful teams, and how to disseminate work to in-person and hybrid teams. HR support programming could include a monthly book club for staff discussing these topics utilizing the Skillsoft e-courses.

Certifications for HR employees: One-time funding can be used to gain additional certifications for EOD Director Lela Dennis, and EOD Consultants Seana Nuñez and Alexandra Rollins that include professional and executive coaching and crucial conversations. This will allow HR to expand its offering of professional development courses and partner with departments/units who otherwise would have hired a third-party vendor for coaching services.

BUDGET PROJECTION

Item	Cost
Instructional Designer: salary/benefits	\$125,000
Learning and development consultant trainer 4: salary/benefits	\$146,000
UCR Staff Conference: room rental, catering, speaker fees, course materials	\$25,000
Skillsoft e-courses	\$45,000
Training Library from Corporate Training Materials	\$20,000
HR certifications	\$20,000
	TOTAL: \$381,000

**UC Riverside
HEERF Funding
Lost Revenue Proposal**

Process Summary

1. Compile various sources of data to review
 - Actual revenues between FY19 (last normal year) and FY21
 - Lost revenue reported by Orgs on the monthly State Cost Tracking
 - Mitigation efforts taken to reduce costs - HR actions, reported on monthly State Cost Tracking
 - Reviewed carryforward balances associated with the lost revenue
 - Reviewed carryforward balance estimate for FY22 (7/1/21) against lost revenue
 - Reviewed historical trends in revenue (HEERF required)
 - Reviewed historical trends in carryforward balances (HEERF required)
 - Adjusted for other current one-time funding sources that are being provided.
2. Data was provided to all Orgs with for review and verification
3. Update data based on Org clarifications/additions/updates
4. Create 3 models to balance the various scenarios (and to estimate for a total lost revenue expense of \$25-\$30M range, since total losses well exceed available funds)
5. Average the models
 - Model 1 = 33% of FY22 carryforward estimate and ratio of reported net to gross loss from state cost tracking
 - Model 2 = 33% of FY22 carryforward estimate <times> 1/ratio of reported net to gross loss from state cost tracking <times> 0.05 of the gross revenue loss between FY19 and FY21
 - Model 3 = 25% of change in carryforward estimate between 7/1/20 and 7/1/21 <times> 1/ratio of reported net to gross loss from state cost tracking <times> 0.05 of the gross revenue loss between FY19 and FY21
6. Propose amounts for various units keeping the amounts to an average of 30% recovery

Recommendations

Lost Revenue Unit	Amount
Housing and Dining	\$22.89
UNEX	\$2.98
CBSS Units (bookstore, R'card, Storehouse, etc.)	\$0.98
TAPS	\$0.04
RED – CFAMM	\$0.10
Recommended Total	\$ 26.99

June 30, 2021

Part 2 - Pandemic Related Student Success Interventions to Support a Return to Campus

Jennifer Brown, Ph.D., Vice Provost and Dean of Undergraduate Education

School/College Specific

Proposal 1	Expanding GSOE Writing Support	\$110,450
Proposal 2	Increase TA Support in FY22 to Accommodate Students' Learning Loss Due to COVID Pandemic (CNAS)	\$1,413,135
Proposal 3	Supplemental Instruction Program (SIP) Funding for Office of Academic Success (SOM)	\$134,648
Proposal 4	Essential Field Experiences for Undergraduates – Department of Earth & Planetary Sciences (CNAS)	\$34,000
Proposal 5	BCOE Proposals	\$916,000
Proposal 6	Improving Student Success and Reducing COVID-Induced Graduate MPP Student Learning Loss (SPP)	\$75,000
Proposal 7	Tutoring for Upper Division Physics Students, and for Graduate Students	\$24,000

Institution-wide Undergraduate Academic Initiatives

Proposal 8	Stop-out Student Re-engagement	\$188,020
Proposal 9	Increased Support for Peer Academic Advising	\$160,000
Proposal 10	Advising Conference Room Upgrades	\$308,015
Proposal 10a	Tech and Conference Room Upgrades to Pierce Hall 2301 (CNAS)	Cost is included in proposal 10
Proposal 11	Research Opportunities for Undergraduate Students	\$80,000

Total		\$3,443,268
--------------	--	--------------------