FY2020-2021 Budget Summary Data

Send feedback and questions to budgetadvisory@ucr.edu

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UCR Values and Priorities to Drive Directions and Decisions on Potential Budget Reductions

Note: These are overall guidelines/principles for campus decisions, but the focus for budget reduction recommendations would likely be on the Core budget. Each auxiliary/self-supporting budget would need to adjust appropriately to their specific circumstance. It is assumed this document will initiate discussions on how to handle the budget challenges and it will evolve over time as needed to support the overall best interests of the university.

Background:

Our basic assumption is that UCOP will provide guidance on labor/staffing/employee salary and benefit issues (e.g. FY21 planned salary increases; general salary reductions; furloughs; layoffs; etc.) to reduce expenses, but that there is a need above and beyond that to balance the UCR FY21 budget with "permanent" base budget reductions. This document will be developed as a recommendation to the Provost and Chancellor as to how to manage a budget reduction process for the campus, and there will be collaboration with Deans and Vice Chancellors throughout. We also assume that a close working relationship with the Senate Planning and Budget Committee would be important as we move through these economic challenges.

Past Practices for UCR in Budget Reductions.

This information is provided as background and input for the review of a campus process for budget reductions, and specifics of how UCR has handled base budget reductions in the past. The most recent budget reduction occurred in FY10 through FY12. These past methods for budget reduction approaches should be discussed in case there is interest in applying any of them to the upcoming budget challenge. In the past the campus has looked at the core budget of units and then taken out the salary and benefits for filled faculty positions, utility costs and library materials, assuming those could not really be part of a cut target, and then looked at cut targets after these adjustments (there is some interest in looking at other potential set-asides and the BAC will review options in this regard). Note: in the past on-going commitments (de facto base) funded by the campus have been added into unit base budgets for reduction scenario planning. Additionally, core funds have included professional school supplemental tuition as these fees have historically been increased to offset State funding reductions. Additionally, funding related to tuition increases approved by the Regents, after netting required financial aid set-asides has been used to reduce reductions applied to the units.

Principles and Values to Drive Budget Challenges:

UCR is a highly diverse world class teaching and research institution and has programs and activities that will need to be protected through this financial downturn. Reductions should be strategic and focused on preserving what makes UCR special and different from other Higher Education institutions, specifically those in California, and in alignment to the values of the campus's strategic plan. Additionally, the focus needs to include undergraduate student success, world class research, graduate training, and the integration of research in the delivery of instruction to undergraduates through peer teaching (graduate student TA's) and undergraduate research opportunities and our success in promoting upward social mobility for our students. It is important that the strategy of the budget cuts should be one where UCR emerges with our research mission as intact as possible

1. It is assumed that the campus would not have uniform across the board core budget reductions. However, there will need to be shared sacrifices across the campus.
2. It will be important to understand all the budget adjustment proposals in context, as there are important interrelationships between adjustments in one unit that may have significant impacts in other units. For example service providers eliminating activities/moving them to recharge, academic units limiting service courses, reductions in TA budgets may increase faculty workload in courses/course sizes, etc. The BAC would assume some level of presentation of the core budget reduction plan would be provided to them so as to understand the impacts of the proposals on other units and overall campus operations.
3. Focus on efficiencies that would reduce campus or unit costs, including eliminating, merging and sharing activities across the campus. Each unit should work to identify such opportunities.
4. Consider sunsetting initiatives that are not self-sufficient and have not lived up to their initial promise. While there are many important programs and services offered on campus, not all can be at the same high a priority level when compared other campus programs and services. Campus wide and unit specific processes will need to be developed to identify these reductions and obtain input before making hard decisions.
5. This will be the first time the campus will implement budget reductions under the new campus budget model. We will need to look closely at what is incentivized in the current budget system and whether this will help us meet our campus strategic goals.
6. Data shows that staffing levels are already very low at UCR (on average, and this does not apply to each program/unit), compared to other institutions. Balancing the budget through administrative cuts alone could produce an untenable outcome with too few people left to perform necessary functions in some areas. It will be important to consider these staffing facts when developing our plans and recommendations.

BUDGET ADVISORY COMMITTEE
OUTREACH MEETING SCHEDULE

TIME	CONSTITUENT GROUP	LOCATION
Tuesday, 6/23		
3:00-4:00	Meeting with CFAO's Meeting Lead: Gerry Bomotti	Zoom
Thursday, 6/25		
4:00-5:00	Meeting with Staff Assembly Meeting Lead: Peter Hayashida	Zoom
Friday, 6/26		
11:00-Noon	**Town Hall** Meeting Lead: Tom Smith	Zoom
Monday, 6/29		
4:00-5:00	Meeting with Deans Meeting Lead: Kathryn Uhrich/Yunzeng Wang	Zoom
Tuesday, 6/30		
2:00-3:00	Meeting with P&B Committee Meeting Lead: Harry Tom	Zoom
3:00-4:00	**Town Hall** Meeting Lead: Cindy Williams/Shelley Gupta	Zoom
4:00-5:00	Meeting with Chancellor's Cabinet Meeting Lead: Gerry Bomotti	Zoom
Tuesday, 7/8		
11:00-Noon	ASUCR Meeting Lead: Kathryn Uhrich	Zoom
4:00-5:00	Represented Staff Meeting Lead: Gerry Bomotti	Zoom
Friday, 7/17		
3:00-4:00	GSA Meeting Lead: Ken Baerenklau	Zoom

The committee received valuable input in these meetings, but also through emails and a survey as well.

UCR Operating Budget

All Revenue: ~$975M (FY 19)

All Expenditures: ~$975M (FY 19)
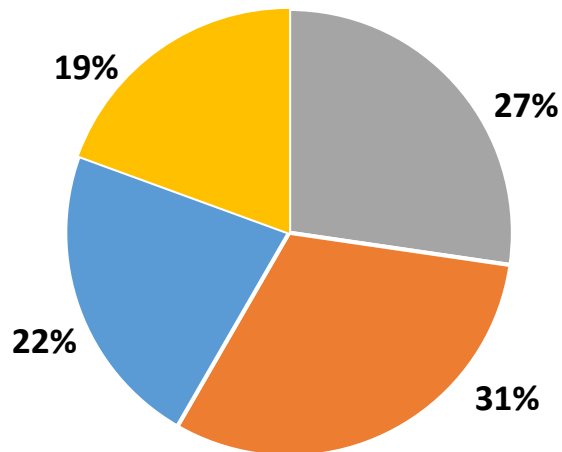
Revenue pie chart:
- CA State General Funds (State & UC): 27%
- Student Tuition and Fees: 31%
- Grants & Contracts (includes Pell): 22%
- Auxiliary/Other: 19%

Expenditures pie chart:
- Total Salaries and Benefits: 72%
- Financial Aid: 10%
- Other Expenses: 18%

UCR Revenue Streams Over Time

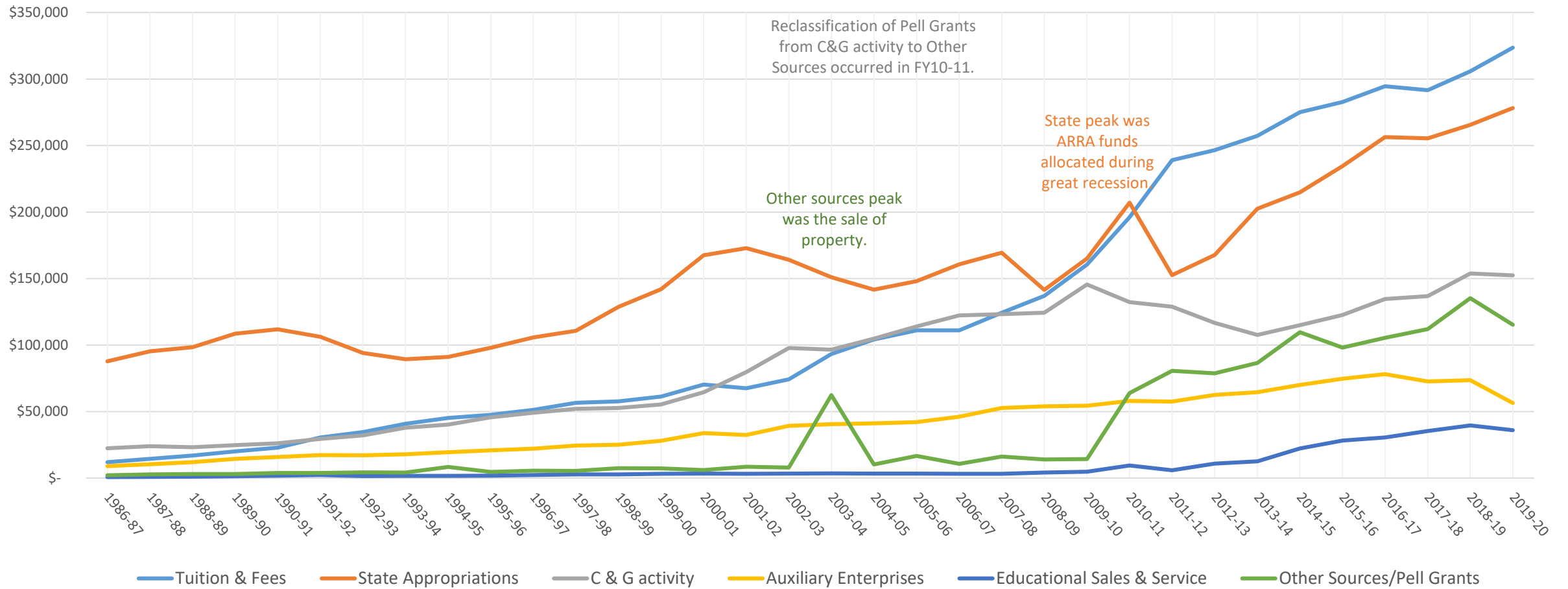Reclassification of Pell Grants
from C&G activity to Other
Sources occurred in FY10-11.

State peak was
ARRA funds
allocated during
great recession

Other sources peak
was the sale of
property.

Legend: Tuition & Fees — State Appropriations — C & G activity — Auxiliary Enterprises — Educational Sales & Service — Other Sources/Pell Grants

Note: Other Sources includes non-educational sales & service funds like Student Health premiums (pass-through), UCOP Assessment charges to campus, STIP/TRIP earnings, proceeds from the sale of property, revenue agreements (Pepsi, Sprint, Barnes & Noble, etc.)

UCR Operating Budget

Core Revenue: ~$575M (FY 19)
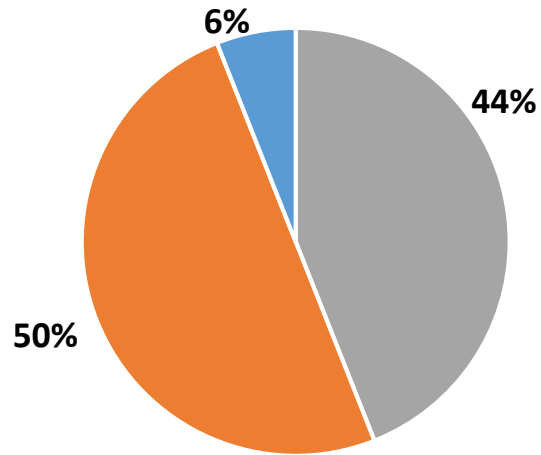
- CA State General Funds (State & UC)
- Student Tuition and Fees
- Non-Resident Student Supplemental Tuition

44%
50%
6%

Core Expenditures: ~$575M (FY 19)

- Total Salaries and Benefits
- Financial Aid
- Other Expenses

15%
17%
68%

UCR Operating Budget

Without Financial Aid Pass-Through

Core Revenue: ~$478M (FY 19)

7%

40%

53%
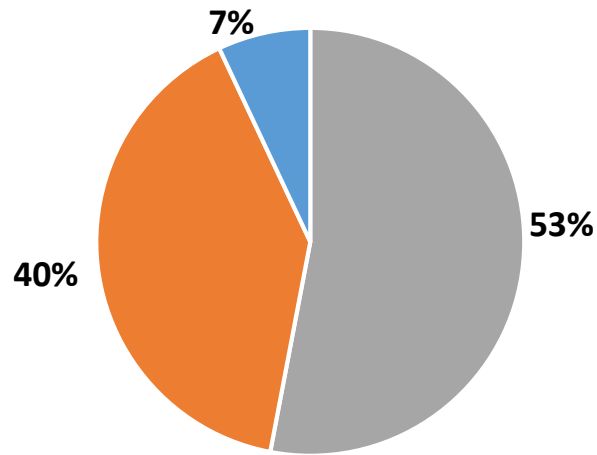
- CA State General Funds (State & UC)
- Student Tuition and Fee, net of financial aid
- Non-Resident Student Supplemental Tuition

Core Expenditures: ~$478M (FY 19)

18%

82%
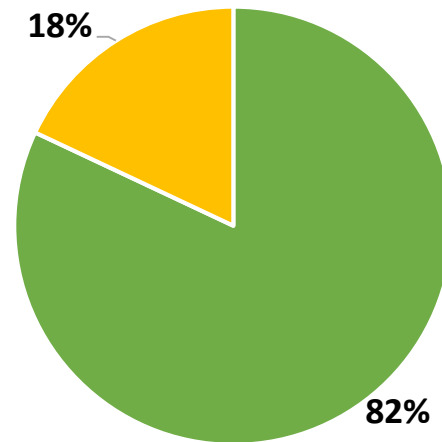
- Total Salaries and Benefits
- Other Expenses

UCR Operating Budget

Core Expenditures: ~$575M (FY 19)

- 53% Academic Units
- 17% Financial Aid
- 30% Non-Academic Units
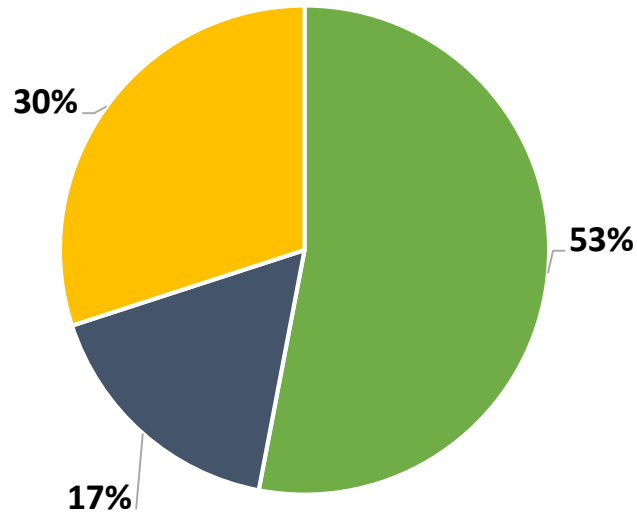
Legend: Academic Units, Financial Aid, Non-Academic Units

Academic Units
- Colleges and Schools
- University Library

Non-Academic Units
- Chancellor, Provost
- ITS, PB&A, FPDC
- Student Affairs, Enrollment Services
- Athletics, Palm Desert
- University Advancement
- Research & Economic Development
- Academic Senate
- Grad Division, Undergrad Education

UCR Core Budget Model

UCR Faculty, Staff, and Enrollment Trends

Student-to-Management FTE Ratio
Fall student FTE divided by fall management FTE

91:1

98:1

50:1

60:1

UCR ——— Other UCs ———

2012   2013   2014   2015   2016   2017   2018

Source: IPEDS public data

UCR vs. UC Student-to-Faculty Ratio
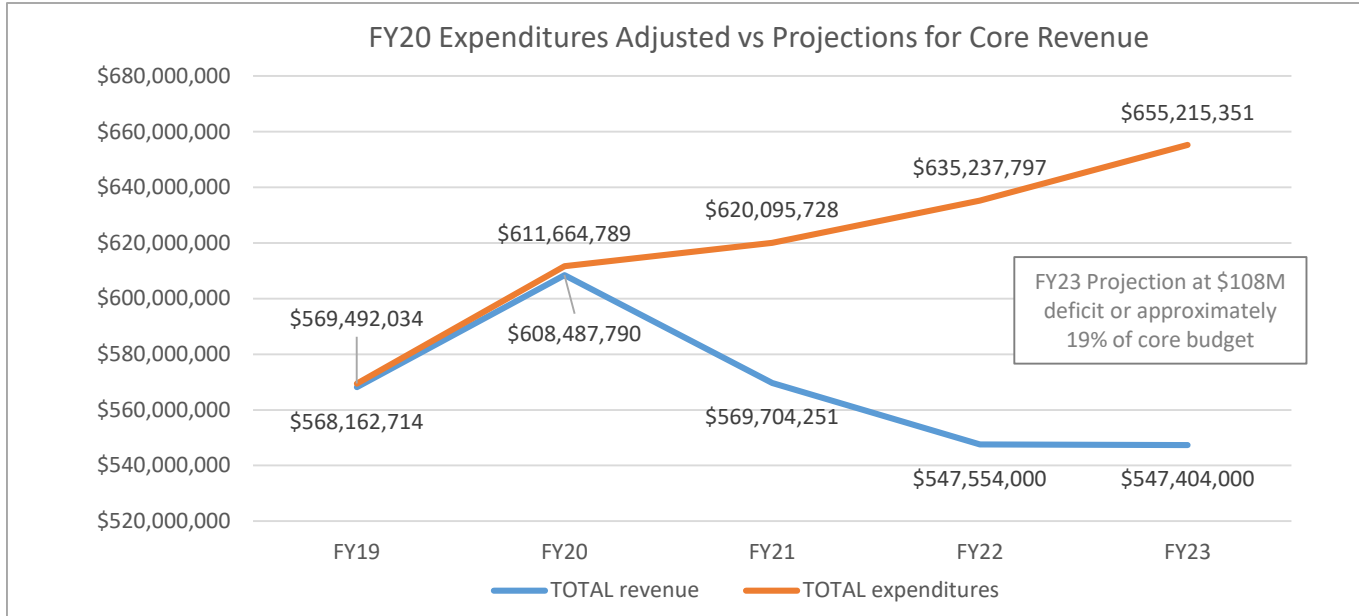### General campus academic year average based on full-time equivalents

UCR ——— Other UCs ———

24.6

22.3

21.4

21.8

2012-13   2013-14   2014-15   2015-16   2016-17   2017-18   2018-19

Student-to-Staff Ratio (Fall FTE)

A closer analysis of core-funded staff indicated that UCR would need to **add 760 staff** to reach a ratio comparable to other

UCR ——— All UCs Unweighted ———

8.7

7.7

5.3

5.6

2013   2014   2015   2016   2017   2018

Source: UCR enrollment census

Source: IPEDS public data

Fall Headcount Enrollment Growth 2012-2019

Graduate/professional headcount up **42%**

Undergraduate headcount up **19%**

Year	Undergraduate	Graduate and professional
2012	18,539	2,466
2013	18,621	2,664
2014	18,782	2,805
2015	18,608	2,931
2016	19,799	3,122
2017	20,069	3,209
2018	20,581	3,341
2019	22,055	3,493

Source: UCR enrollment census

Comparative Ratio of Undergraduates to Teaching Assistants
Headcount ratio of undergraduates to TAs in Fall 2018

Campus	Ratio
Berkeley	9.3
San Diego	11.3
Los Angeles	12.5
Davis	13.5
Merced	14.3
Santa Cruz	14.6
Riverside	15.0
Santa Barbara	15.5
Irvine	17.0

Source: IPEDS public data

Undergraduates are FTE (full-time equivalents) and TAs are Headcount which is consistent with the reporting across all UC's.

Longitudinal Trend in TA Ratio
Fall undergraduate headcount per teaching assistant

Irvine
Santa Barbara
Riverside
Santa Cruz
Merced
Davis
Los Angeles
San Diego
Berkeley

Graduate Student Support

AY 18-19 Per Capita Fellowship/Grant Support
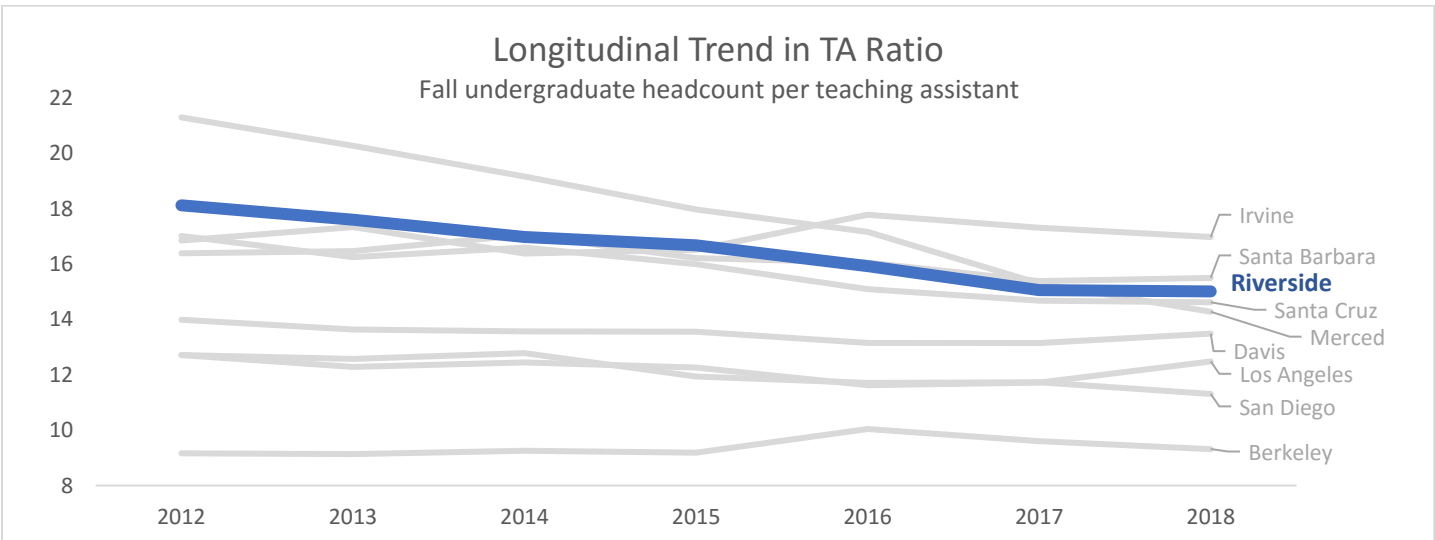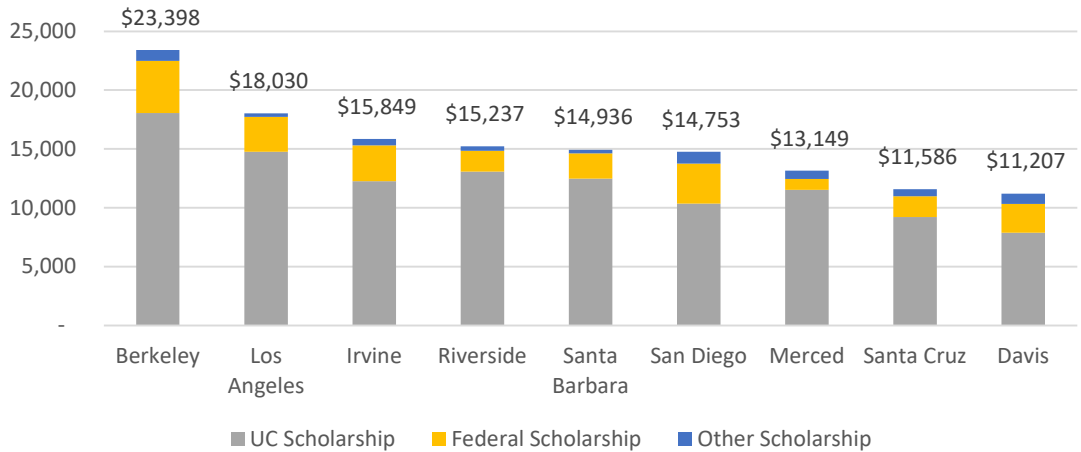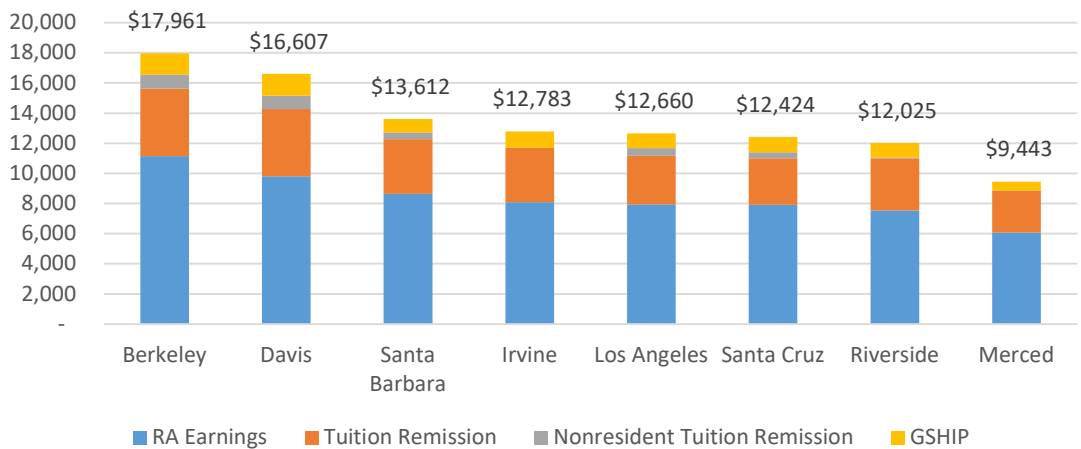
Campus	Total
Berkeley	$23,398
Los Angeles	$18,030
Irvine	$15,849
Riverside	$15,237
Santa Barbara	$14,936
San Diego	$14,753
Merced	$13,149
Santa Cruz	$11,586
Davis	$11,207

Legend: UC Scholarship, Federal Scholarship, Other Scholarship

AY 18-19 Per Capita Research Assistant Support

Campus	Total
Berkeley	$17,961
Davis	$16,607
Santa Barbara	$13,612
Irvine	$12,783
Los Angeles	$12,660
Santa Cruz	$12,424
Riverside	$12,025
Merced	$9,443

Legend: RA Earnings, Tuition Remission, Nonresident Tuition Remission, GSHIP

AY 18-19 Per Capita Teaching Assistant Support

Campus	Total
Merced	$23,881
Santa Cruz	$18,179
Santa Barbara	$17,565
Riverside	$16,646
Davis	$16,318
Irvine	$15,130
Los Angeles	$13,769
Berkeley	$10,997
San Diego	$9,900

Legend: TA Earnings, Tuition Remission, GSHIP

UCR - Cumulative Percentage Core Budget Cuts during Great Recession

Core Budgets by Org

Change in Core Funds since Great Recession budget cuts

Academic Avg Increase - 87%
Non-Academic Avg Increase - 75%

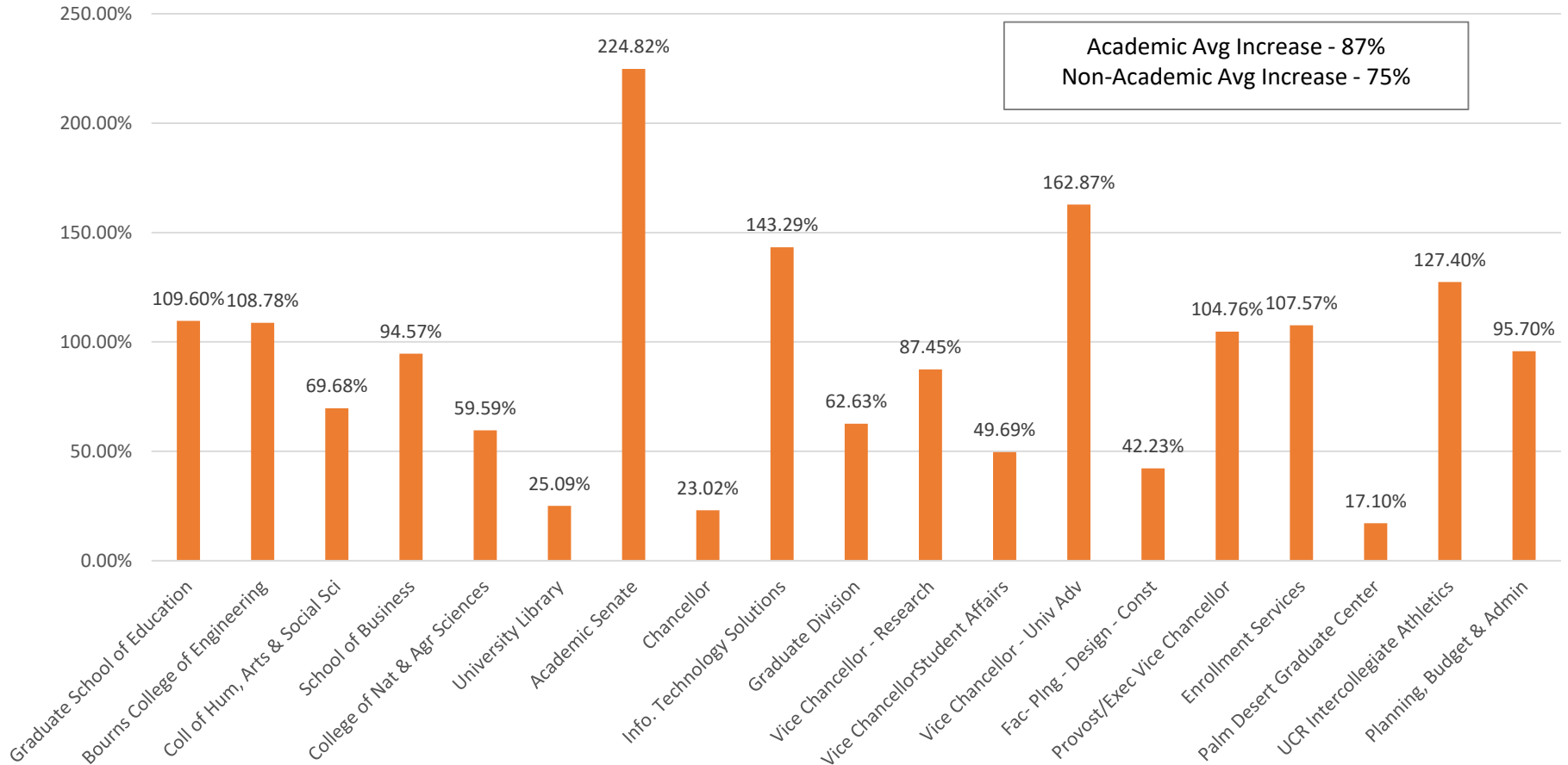| Org	Change
Graduate School of Education	109.60%
Bourns College of Engineering	108.78%
Coll of Hum, Arts & Social Sci	69.68%
School of Business	94.57%
College of Nat & Agr Sciences	59.59%
University Library	25.09%
Academic Senate	224.82%
Chancellor	23.02%
Info. Technology Solutions	143.29%
Graduate Division	62.63%
Vice Chancellor - Research	87.45%
Vice ChancellorStudent Affairs	49.69%
Vice Chancellor - Univ Adv	162.87%
Fac- Plng - Design - Const	42.23%
Provost/Exec Vice Chancellor	104.76%
Enrollment Services	107.57%
Palm Desert Graduate Center	17.10%
UCR Intercollegiate Athletics	127.40%
Planning, Budget & Admin	95.70%

School of Medicine and School of Public Policy were both new schools and grew 600.34% and 2,370.29% respectively during this period

Note: current Org structure used to display FY13 and FY21 budgets

Helpful Links to Requested Data

1. Transparency/Audit Information

https://www.ucop.edu/ethics-compliance-audit-services/audit/plans-and-reports/index.html -
Audit plans for the system and each campus can be found here along with system-wide audit
reports.

https://reportingtransparency.universityofcalifornia.edu/ - Under the internal audit link, you
can access various campus internal audits. Unfortunately, the site is being redesigned and so
the site is unavailable at this time. Until the site is restored please email Gregory Moore in
Audit and Advisory Services to request any completed UCR internal audit.

2. UC/UCR Statistics

https://www.universityofcalifornia.edu/infocenter - Similar to the one above, then is at the
system level and includes tons more data.

https://ir.ucr.edu/stats - You can spend hours on this website looking at different enrollments,
retention rates, graduation rates, faculty and staff statistics, and workload information by
various filters.

3. UC/UCR Financial Information

https://www.ucop.edu/financial-accounting/financial-reports/campus-financial-
schedules/index.html - This website shows campus financial schedules for several years and
provides a great overview in different snapshots – sources of revenue and expenses by ipeds
categories, department, and fund source.

https://rpb.ucr.edu/campus-financial-information - There are dashboards created directly from
our UCR financial data and you can filter down to departments, fund sources, etc.