Strategic Budgeting Workgroup

May 1, 2007

Goal for today’s meeting

- Clarify priorities campus most needs to address
- Provide some parameters for a proposal on funding mechanisms and new or clarified budget principles
- At meeting on May 30, review that “straw man” proposal
Agenda

- Review results of meetings with principal officers on major needs
- Discuss campus priorities
  - Touch on issues of funding responsibility

Issues and challenges

- Met with each principal officer
- Distributed one-page summaries for each unit
- Many common concerns emerged
Campus Summary

- Compiled feedback from units into campus summary
  - Not prioritized
  - Does not indicate “approval” or the availability of funding
- Some require funding, some policy changes, some require both
- Estimated cost in broad ranges

A. Faculty

A-1 Hiring new faculty
A-2 Recruitment – start-up costs
A-3 Retention – poaching increasing, cost of retention packages
A-4 Faculty compensation
B. Graduate Support

B-1 VCR and Grad Division – too small, increase discretionary funding
B-2 TA’s – allocation methodology
B-3 GSR – increase support, particularly in areas with less extramural funding
B-4 Work Study – increase availability to grad students
B-5 Multi-year Offers – perceived inability to make them

C. Support of Undergrad Students

C-1 Financial Aid – Undergrads (Regent’s Scholars)
C-2 Learning Support – Expansion and cross-divisional coordination
C-3 Undergrad curriculum – access and improve success in required courses
C-4 Attract and retain top students – Freshman Discovery seminars, Honors program
C-5 Summer – curricular expansion and integration with FWS; staffing and services
D. Research Support

D-1 Contract Proposal and Post-Award Administration – support, compliance, technology

D-2 Development – increase gifts and endowments

D-3 Research Centers/ORUs – increase number, offer incentives

E. I&R and Academic Support

E-1 IT – service, turnaround time, ease of contact, clarity of responsibility, budget impact

E-2 BTP – service, turnaround time, self-service applications

E-3 I&R support – allocation model, appropriate distribution

E-4 Internal controls and risk – ensuring adequate compliance, risk assessment

E-5 UCOP initiatives
F. Facilities

F-1 Space – availability, adequacy
F-2 Funding – costs over and above building (moving, outfitting)
F-3 Planning – organization, expertise, logistics associated with moves
F-4 Infrastructure – adequate power, water and physical access to facilities

G. Enrollment Management

G-1 Managing enrollment goal
H. General Campus

H-1 Staffing – aging workforce, plan for retirements
H-2 LRDP – off-campus mitigations
H-3 Campus services – child care, housing, parking, transportation
H-4 Deferred maintenance and infrastructure – buildings, roads, utilities
H-5 Campus Safety

Group discussions

- Which items are the highest priorities?
- Which are required to support one of the high priority items?

Put a 2x2 Post-It on the main priorities
Prepare 1x1 Post-Its for the supporting items, marked with # of the high level priority they support
Discussion

- Areas of agreement on priorities
- Areas of disagreement or less clear alignment
- Sequencing issues and dependencies

April 4 meeting

- Discussed how funds are allocated and controlled by center, division, and units
- Some questions:
  - How UCSC can introduce more flexibility into its budgeting?
  - UCSC has allocated many of its sources of discretionary funding—is the campus hurting itself?
  - What are the incentives in the budget system?
  - How might institutional life cycle fit in?
  - How is risk factored into decisions?
- Need to understand priorities and what is required to reach them
- Not just operating budgets: capital, space, Chancellor’s time, etc.
Priorities and funding

- Among the priorities, where should responsibilities for funding lie?
  - Why?
- Implications for current budgeting practices

Next steps

- “Straw man” proposal on funding mechanisms and budget principles
- Other?