

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?

