

UC Davis Budget Planning Process

Description of Budget Committee Membership – January 2009

This quarter, the campus will initiate a new budget planning framework. The scale of financial crisis makes it evident that we will not be able to absorb the anticipated budget reductions without systemic change. In order to ensure that the budget planning framework benefits from broad input, the process will be rooted in the work of committees with memberships from the campus community.

The immediate charge for each of the committees is to establish guiding principles and priorities to guide budget planning and to recommend specific changes to university business processes. Recommendations are also sought about the most critical programs and services that ought to be protected, to the extent possible. Finally, the committees will be asked to identify ways to reduce or consolidate services and expenses, reallocated resources, and generate new resources.

The overall goal is to offer a comprehensive strategy for effecting differential and strategic budget reductions across the campus that are consistent with campus values and our vision for the future. In some cases, recommendations may identify a specific unit, but a unit-specific approach is not expected to serve as the primary focus of the committees' work.

This process seeks to reflect input from a wide variety of perspectives including Academic Senate and Academic Federation members, staff, and students when appropriate. To ensure a diversity of viewpoints, committee membership will include individuals directly involved with the subject matter and others who are not directly involved. Administrators charged with implementing the changes will be integral to the process. Sub-committees will have co-chairs that partner a senior campus administrator with an Academic Senate member. Each sub-committee will have approximately 10 members in addition to the co-chairs.

The committee structure consists of an advisory committee supported by five sub-committees as described below.

Budget Advisory Committee (BAC)

An "oversight" committee charged with using the recommendations and input from the five sub-committees along with advice from the School, College, and Division Deans to provide final recommendations to the Chancellor. The BAC will take a lead role in defining the principles and values for the campus budget process and will consider overarching issues (e.g., what fund sources will be included in the base for purposes of assigning or evaluating budget reductions; what targets/ranges will be used to guide planning in each sub-committee?).

The Provost and Executive Vice Chancellor will serve as the Chair. Committee membership will include Vice Chancellor – Resource Management and Planning, the Chair of the Academic Federation and the sub-committee co-chairs. Staff support will be provided by the Associate Vice Chancellor – Budget and Institutional Analysis.

The process will rely on five sub-committees as described below.

Sub-committee 1: Instruction and Research (I&R)

This sub-committee will focus on instruction, research, and core academic support functions such as the library, sponsored programs, and educational technology. It will consider a broad range of ideas to change, improve, and streamline current processes.

The sub-committee will be co-chaired by the Vice Provost of Academic Personnel and the Chair of the Committee on Research. Members will include representatives from the Academic Senate, the Academic Federation, and staff. Staff support will be provided by ORMP Director Bob Agee and Principal Analyst Ian Blake and an assistant dean.

Several examples that the committee might consider include:

- *Teaching*: minimum class sizes; frequency of course offerings with low enrollment; provision of undergraduate instruction by professional schools; participation of faculty in graduate education; changes to student-faculty ratios for ladder and non-ladder faculty.
- *Research*: approaches to increase indirect cost recovery (e.g., increase proportion of federal research, assess gifts that are used for research, principles to guide acceptance of grants with low overhead rates); cost sharing practices; allocation of indirect costs.
- *Academic support*: what services and functions must be protected; what services or functions are considered non-essential; what services or processes can be streamlined?

Sub-committee 2: Administration

This sub-committee will focus on central administration units and the deans' offices. It will consider a broad range of ideas to change, improve, and streamline current processes and identify opportunities to reduce, consolidate or eliminate services. The committee should also identify essential services that should be protected.

The sub-committee will be co-chaired by the Vice Chancellor of Student Affairs and the Chair of the Davis Division of the Academic Senate. Members will include representatives from the Academic Senate, the Academic Federation, and staff. Staff support will be provided by ORMP Director Chris Carter and a representative from a central administrative unit.

Examples that the committee might consider include:

- Use of administrative clusters or centralized administrative services – what factors or criteria favor this approach; what incentives/disincentives might be used to advance this concept?
- Use of common applications to streamline administrative processes (e.g., calendaring software).
- Identification of services that are most essential and those that are least essential.

Sub-committee 3: Student Services

This sub-committee will focus on services for undergraduate, graduate and professional students. It will consider a broad range of ideas to change, improve and streamline current processes and identify opportunities to reduce, consolidate, or eliminate services. The committee should also identify essential services that should be protected.

The sub-committee will be co-chaired by the Vice Provost of Undergraduate Studies, the Dean of Graduate Studies, and the Chair of the Undergraduate Council. Members will include representatives from the Academic Senate, the Academic Federation, staff, and students. Staff support will be provided by ORMP Principal Analyst Christine McUmbler and a senior staff member from the Office of the Vice Chancellor – Student Affairs.

Examples that the committee might consider include:

- Use of administrative clusters to support multiple service areas; what criteria or factors favor this approach?
- Examination of revenue and cost models for services – are services or programs being subsidized?
- Identification of services that are most essential and those that are least essential.

Sub-committee 4: Self-Supporting Activities

This sub-committee will focus on auxiliaries (e.g., student housing, parking, memorial union) and major self-supporting/recharge activities (e.g., Reprographics, Central Storehouse, Facilities Management, and Communication Resources) and other income producing activities. It will consider a broad range of ideas to change, improve, and streamline current processes and identify opportunities to reduce, consolidate, or eliminate services. The committee should also identify essential services that should be protected.

The sub-committee will be co-chaired by the Associate Vice Chancellor of Human Resources and a former or current member of the Committee on Planning and Budget. Members will include representatives from the Academic Senate, the Academic Federation, staff, and students. Staff support will be provided by ORMP Budget and Policy Specialist Lucy Bunch and a senior staff member from a self-supporting activity.

Examples that the committee might consider include:

- What services are considered cost effective? What services are not viewed as cost effective? What steps should be taken to improve cost effectiveness and accountability?
- Are there changes/reductions that will generate savings to offset budget reductions (e.g., eliminate subsidies, recapture space, provide lower cost, similar quality services)?
- Should the recently implemented self-supporting assessment be changed?
- Are there barriers to using lower cost services? How can barriers be removed?

Sub-committee 5: Capital Budget and Space Planning

This sub-committee will focus on the interface between the capital program and space planning with the campus operating budget. The committee should also identify essential services that should be protected.

The sub-committee will be co-chaired by the Vice Chancellor of Administration and the Chair of the Committee on Planning and Budget. Members will include representatives from the Academic Senate, the Academic Federation, and staff. Staff support will be provided by Assistant Vice Chancellor of Capital Resource Management Karl Mohr and a senior staff member from a campus unit with responsibility for capital and space management.

Examples that the committee might consider include:

- What goals should the capital program emphasize (e.g., continued expansion to address unmet needs, building and infrastructure renewal, deferred maintenance, etc.)?
- What savings can be achieved in near-term; in the long-term?
- What principles and criteria should be used to evaluate the use of additional central campus debt to advance capital priorities?
- How does campus use of off-campus leased space help or hinder achieving campus capital and space needs?
- What process and metrics should be used to frame a 10-year capital plan?

BUDGET COMMITTEE MEMBERSHIP -- January 29, 2009

	I&R		Admin		Capital & Space		Self-Supporting		Student Services	
STAFF SUPPORT	<i>Agee, Blake</i>	<i>ORMP</i>	<i>Carter</i>	<i>ORMP</i>	<i>Mohr</i>	<i>ORMP</i>	<i>Bunch</i>	<i>ORMP</i>	<i>McUmbert</i>	<i>ORMP</i>
	<i>Roth</i>	<i>DSS</i>	<i>Randall</i>	<i>OOA HR</i>	<i>Sheehan</i>	<i>SA</i>	<i>Burns</i>	<i>SA MU</i>	<i>Flagg</i>	<i>SA</i>
BUDGET ADVISORY COMMITTEE (BAC):¹										
Co-Chair: Admin	Horwitz	CBS	Wood	SA (L&S)	Nosek	OOA	Hull	OOA HR	Turner	HArCS
Co-Chair: Senate	Berman	SOM	Powell	COE	Nachtagaerle ²	MPS	Orel	COE	Famula	CA&ES
Co-Chair: Admin									Gibeling	COE
ACADEMIC MEMBERSHIP:										
Senate -- CPB	Ding ^{2,4}	COE	Turelli ^{2,3}	CBS	Tharratt ^{2,3}	SOM	Simon ⁴	HArCS	Chalfant ^{2,4}	CA&ES
Senate	de la Pena ³	HArCS	Smiley ³	GSM	Hargadon	GSM	Trimmer ³	CBS	Aldredge	COE
Senate	Potter ³	CA&ES	Delwiche ⁴	CA&ES, COE	Hernandez-Avila ³	HArCS	Cameron ³	DSS	Wagner ³	SOE
Senate	Michelmores ⁴	CA&ES, SOM, CBS	Simpson ⁴	HArCS	Pascoe	SVM	Gervay-Hague	MPS	McClain	L&S
Senate	Siverson ⁴	DSS			DeJong ³	CA&ES			Baumgarth ³	SVM
Senate	Kellogg	MPS								
Senate	Kurtz	Law								
Federation	VandeVoort ⁵	SOM	Goldman ⁵	SOE	pending		Wilson ⁵	COE	pending	
MEMBERSHIP:										
	Henry	Library	Condryn	SOM	Olsson	CBS	Moore	OOA A&FS	Cuevas	OGS
	Olsen	MPS	Carter-Dubois	SOE	Rush	UCDHS	Blando	Staff Assmby	Rai	SOM
	Katz-Bell	SON	Sandeen	UR	Bahr	IET CR	Layiktez	OOA CEVS	Bossio	SA
	Stewart	SA Learning Skills	Ligtenberg	SVM	Talley	Law	Galindo	SA Housing	GSA Chair	
	Klein	OR	Byrnes	DSS	Dickinson	UR	Pearson	CA&ES	ASUCD President	
			Siegel	IET			Bunch	UNEX	Hays	OR
	Total = 15		Total = 13		Total = 13		Total = 13		Total = 14	

Footnotes about nominations:

¹ BAC chaired by Provost/EVC Lavernia and includes all co-chairs, Federation Chair VanderVoort, VC Meyer. AVCs Ratliff and Loessberg-Zahl will staff committee.

² Senate CPB member

³ Senate nomination for this sub-committee

⁴ Senate nomination, but proposed for a different sub-committee

⁵ Federation nomination for this sub-committee

⁶ Federation nomination for another sub-committee