

**Collaborative General Campus Budget Planning
In The Context Of
University Budget Reductions due to COVID-19**

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**Plans drafted with substantial input from the Divisional Deans,
Academic Affairs senior leadership, the Council of Chairs, and Senate Leadership**

Context: Academic Affairs Budget Reductions

The COVID-19 pandemic has caused a budget crisis in CA and the University. At UC San Diego, each Vice Chancellor area must reduce its recurring budget by 4% this summer.

The Academic Affairs (AA) budget is ~\$700M; therefore, **AA must cut ~\$29M from ongoing expenses.** Because some items cannot be reduced [*e.g., 2020-21 financial aid, 2020-21 TA and Temp FTE, filled permanent faculty positions*] the percentage reduction on the remainder of the budget will be larger, of order 10%, for each academic and administrative division within AA.

The ~\$29M reduction will impact all areas within Academic Affairs. **No final decisions have been made about how to achieve the budget reduction.** Examples of possibilities to consider include:

- Reductions in operational items like travel & entertainment, for AA and the General Campus [GC] divisions
- Holding unfilled any GC permanent faculty lines that come open due to separations or retirements
- Natural attrition in AA and GC divisional staff – combined with re-imagining workflow for essential functions and determining whether some services might need to be reduced or removed
- Re-visiting how AA and GC divisions balance unit-embedded and integrative work in IT, communication, etc.
- Calibrated reduction in the fall 2021 GC incoming cohort of PhD and MFA students

Context: GC Divisional Funding Mechanisms

Academic Affairs funds the General Campus (GC) academic divisions, including the Colleges and HDSI, in several standardized ways, including:

- Permanent faculty lines are allocated through a 3-year planning process.
- Other instructional needs are funded yearly through enrollment-based TA and Temp FTE allocation processes.
- The GC divisions' administrative functions are funded yearly through a standardized model based on common workload measures that reflect the current organizational structure and processes.

Each division also has additional sources of revenue, such as fundraising, industry partnerships, or MS Growth funds. Strengthening these sources of revenue will be an important part of the long-term financial strategies of each division.

Principles for GC Divisions' Collaborative Budget Planning

There are some elements of each General Campus (GC) division's budget for which each division might consider making reductions in relative independence from other divisions.

Other budget components offer the possibility of achieving more strategic and less disruptive reductions when considered collaboratively. Administrative functions are one such element, partly because of the underlying standardized GC divisional funding model and partly because the functions themselves have much in common across GC academic divisions.

Principles include:

- Keep the core academic and intellectual mission of the university moving forward strongly
- Approach budget planning strategically and collectively both within each GC division and across the GC divisions, so that all academic units can thrive in the long term
- Examine varied campus examples of organizing work flow and of balancing efforts embedded in individual units with efforts integrated more collectively; consider how ESR can be helpful
- Remember that further cuts could be in our future; retain flexibility to adapt

GC Collaborative Budget Planning Process Overview

This summer, the General Campus academic divisions will undertake a collaborative budget reduction planning process. *[A collaborative budget reduction process for AA administrative units will happen in parallel.]*

- A Spring GC Task Force [AVC-RA & Asst. Deans] will soon provide a summary of data and information to frame issues for the collaborative budget planning work ahead:
 - Data on divisional finances and reduction targets, in the context of overall AA finances and reduction targets.
 - information on administrative functions: what they consist of, strengths and challenges of the current workflow organization, options for taking integrative approaches to some functions
- A broadly-constituted **Summer GC Task Force** will examine that information and provide guidance on collectively handling the reduction to divisional funding, including revisions to the standard funding model that reflect the reduced budget and the advent of ESR.
- Each **GC Division** will create plans that meld the collective guidance and revised standard funding model with local detail to determine how to organize the division's administrative work within the funding available.

Process Detail: Summer GC Task Force

Summer GC Task Force on Budget Planning Guidance

- Led by the Senior AVC-Academic Affairs
- Membership includes individuals with varied expertise: Deans, Chairs, Assistant Deans, DBO's, Senate CPB Chair, faculty [nominated by Committee on Committees]
- Will identify principles to guide GC and Divisional planning; note lessons learned from campus examples of different operational structures; note potential improvements ESR may offer; assess which administrative functions might be best organized at departmental, divisional, or cross-divisional levels; and propose various means for strategically achieving budget reduction targets. Will summarize guidance and recommendations in a report.
- Will propose revisions to the standard divisional funding model consistent with the above.
- Will engage in ongoing conversation with the Divisional Planning Groups and stakeholders, sharing data, exemplars, and ideas along the way. Will offer feedback on preliminary Divisional outlines and draft Divisional plans.

Process Detail: GC Divisional Planning Groups

Summer GC Divisional Planning Groups

- Led by the GC Divisional Dean
- Includes input from all of the division's chairs and DBO's
- Will consider many options for strategically achieving collective budget reduction targets.
- As part of the integrated planning process, will consult with knowledgeable stakeholders beyond the division, including Deans, Chairs, Assistant Deans, DBO's, Senate...
- Will progress from preliminary plan outlines through draft plans to final divisional budget reduction plans, incorporating information and feedback from the GC Task Force and stakeholders. Will draw on the GC Task Force's report in formulating detailed organizational plans that reflect both campus-wide opportunities and divisional context.
- Will provide the GC Task Force with input and feedback through ongoing consultation and conversation.

GC Task Force members

Robert Continetti, SAVC-AA and Dean Designee for HDSI
Task Force Convener

James Brewer, Chair, Neurosciences

Steven Briggs, Distinguished Professor, Cell and Devel. Biology

Patricia Camacho, DBO, Biological Sciences

Jonathan Cohen, Chair, Philosophy

Rachel Flanagan, President, Graduate Student Association

Kimberly Giangtran, President, Associated Students

Olivia Graeve, Professor, Mechanical & Aerospace Engineering

Vicki Grassian, Chair, Chemistry and Biochemistry

Gabriel Haddad, Chair, Pediatrics

Thad Kousser, Chair, Political Science

Nancy Lee, DBO, Anthropology and Global Health

John McCartney, Chair, Structural Engineering

John Moore, Dean of Undergraduate Education

Karen Oegema, Chair, Senate Committee on Planning and Budget

Teresa Olcomendy, Assistant Dean, Global Policy & Strategy

Carol Padden, Dean, Social Sciences

Alma Palazzolo, Assistant Dean, Arts and Humanities

Al Pisano, Dean, Jacobs School of Engineering

Kit Pogliano, Dean, Biological Sciences

Nancy Postero, Professor, Anthropology

Sonia Ramamoorthy, Professor of Clinical, Surgery

Robert Rome, Assistant Dean, Physical Sciences

Steve Ross, AVC Resource Administrative, Academic Affairs

Jonathan Shurin, Section Head, Ecology, Behavior and Evolution

Ji Song, DBO, Nanoengineering

Allan Timmerman, Associate Dean, Rady School of Management

Paul Yu, Provost, Revelle College