CHANCELLOR’S TOWN HALL

Timothy P. White
University of California, Riverside
March 6, 2012
Virtual Participation in Discussion

E-mail questions to:

townhall@ucr.edu
Outline

1. Leadership Transitions
2. General Fund Budget Outlook
3. Learning Environment
4. Progress on UCR 2020
5. Discussion
Leadership Transitions

• Searches
  – Vice Chancellor, Research
  – Vice Chancellor, Finance and Business Operations
  – University Librarian

• Recent new appointments
  – GSOE
  – SoBA
  – CNAS
Outline

1. Leadership Transitions
2. General Fund Budget Outlook
3. Learning Environment
4. Progress on *UCR 2020*
5. Discussion
State Budget Situation

• Persistent challenge: lacks predictability, sufficiency, sustainability
• UCOP and Governor: 4-year agreement?
• Uncertainty: revenue in November
• Nonetheless:
  – Revenues up & unemployment down slightly
  – State shortfall down from $26.6B last year
    • Governor projects $9B deficit
    • Legislative Analyst projects $15B deficit
UC Budget Situation

• FY 2011-12: $100M cut absorbed by UCOP
  – First year of this permanent budget cut did not affect campuses

• Planning for FY 2012-13:
  – $80M to come from restructuring debt in UCOP
  – $20M from Governor’s $90M proposed allocation to UC
  – additional $200M trigger looms, pending outcome of November tax initiative
## UCR - Best case scenario 1

<table>
<thead>
<tr>
<th></th>
<th>FY 11-12</th>
<th>FY 12-13</th>
<th>FY 13-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Mandated Reductions:</td>
<td>$47.4M</td>
<td>$47.4M</td>
<td>$47.4M</td>
</tr>
<tr>
<td>Mandatory Costs Increases:*</td>
<td>$15.5M</td>
<td>$29.1M</td>
<td>$41.2M</td>
</tr>
<tr>
<td>Temporary Teaching and TA Fee Remissions</td>
<td>$7.7M</td>
<td>$8.2M</td>
<td>$8.8M</td>
</tr>
<tr>
<td><strong>Total Costs and Reductions:</strong></td>
<td><strong>$70.6M</strong></td>
<td><strong>$84.7M</strong></td>
<td><strong>$97.4M</strong></td>
</tr>
<tr>
<td>FY 10-11 Enrollment Growth State Funding</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fee Increase (Net of FA)</td>
<td>$19.7M</td>
<td>$29.0M</td>
<td>$39.0M</td>
</tr>
<tr>
<td>State Retirement Funding</td>
<td>$0</td>
<td>$4.0M</td>
<td>$4.0M</td>
</tr>
<tr>
<td>Other Funding</td>
<td>$1.0M</td>
<td>$4.7M</td>
<td>$5.7M</td>
</tr>
<tr>
<td><strong>Total Funding:</strong></td>
<td><strong>$33.9M</strong></td>
<td><strong>$50.9M</strong></td>
<td><strong>$61.9M</strong></td>
</tr>
<tr>
<td><strong>SHORTFALL</strong></td>
<td>($36.7M)</td>
<td>($33.8M)</td>
<td>($35.5M)</td>
</tr>
</tbody>
</table>

*NOTE: Assumes 5% tuition increase (net of financial aid) in FY 12-13 and another 5% in FY 13-14; UCOP funding of the current-year $100M reduction

*Includes faculty merits and promotions, retirement, staff salary increases, and employee benefit cost increases.*
<table>
<thead>
<tr>
<th></th>
<th>FY 11-12</th>
<th>FY 12-13</th>
<th>FY 13-14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SHORTFALL</strong></td>
<td>($36.7M)</td>
<td>($33.8M)</td>
<td>($35.5M)</td>
</tr>
<tr>
<td><strong>Campus and Organizational</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Reductions</strong></td>
<td>$15.5M</td>
<td>$17.1M</td>
<td>$17.1M</td>
</tr>
<tr>
<td><strong>Net On-going Shortfall</strong></td>
<td>($21.2M)</td>
<td>($16.7M)</td>
<td>($18.4M)</td>
</tr>
<tr>
<td><strong>Tuition from Over-enrollment</strong></td>
<td>$22.2M</td>
<td>$23.2M</td>
<td>$24.3M</td>
</tr>
<tr>
<td><strong>Current Year Surplus/(Deficit)</strong></td>
<td>$1.0M</td>
<td>$6.5M</td>
<td>$5.9M</td>
</tr>
</tbody>
</table>
### UCR – Scenario Comparison

**Scenario 1 – Best:** Net tuition 5% + 5%; UCOP funds current < $100M

**Scenario 2 – Medium:** Tuition 5% in FY13 only; UCOP funds current < $100M

**Scenario 3 – Worst:** No tuition change & campuses absorb $300M in reductions

<table>
<thead>
<tr>
<th>Scenario</th>
<th>FY 11-12</th>
<th>FY 12-13</th>
<th>FY 13-14</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Scenario 1 – Best</strong> – Current Year Surplus/(Deficit)</td>
<td>$1.0M</td>
<td>$6.5M</td>
<td>$5.9M</td>
</tr>
<tr>
<td><strong>Scenario 2 – Medium</strong> – Current Year Surplus/(Deficit)</td>
<td>$1.0M</td>
<td>$6.5M</td>
<td>($4.1M)</td>
</tr>
<tr>
<td><strong>Scenario 3 – Worst</strong> – Current Year Surplus/(Deficit)</td>
<td>$1.0M</td>
<td>($33.8M)</td>
<td>($45.6M)</td>
</tr>
</tbody>
</table>
Outline

1. Leadership Transitions
2. General Fund Budget Outlook
3. Learning Environment
4. Progress on UCR 2020
5. Discussion
Learning Environment

- Evidence of degradation
- Unselfish efforts by faculty and staff have minimized impact of degradation
- Placing excellence and student success at increasing risk
Learning Environment – UCR Staff

• “One-deep” in many places

• Reduced by 75 FTE* – yet expectations remain for same service levels:
  – Fall 2008 - 2,579 FTE (SMG, MSP, PSS)
  – Fall 2011 - 2,504 FTE (SMG, MSP, PSS)

• Obviously creates pressure points

*Includes career, limited, and contract appointments. Excludes student employees.
### Ratio of Professional and Support Staff (PSS) to Ladder-Rank Teaching Faculty at Established General UC Campuses

(October 2011 FTE Data)

<table>
<thead>
<tr>
<th>Campus</th>
<th>Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Santa Barbara</td>
<td>4.38</td>
</tr>
<tr>
<td>Riverside</td>
<td>4.87</td>
</tr>
<tr>
<td>Santa Cruz</td>
<td>5.19</td>
</tr>
<tr>
<td>Berkeley</td>
<td>5.66</td>
</tr>
<tr>
<td>Irvine</td>
<td>7.80</td>
</tr>
<tr>
<td>Davis</td>
<td>11.75</td>
</tr>
<tr>
<td>Los Angeles</td>
<td>11.80</td>
</tr>
<tr>
<td>San Diego</td>
<td>12.21</td>
</tr>
</tbody>
</table>

*CAPS = Campuses without Medical Centers* (i.e., more direct comparison with UCR)

Data Source: UCOP, October 2011 FTE data from the Corporate Personnel System:  
*CAPS = Campuses without Medical Centers (i.e., more direct comparison with UCR)
Learning Environment Changes

Net increase in UCR student enrollment, Fall 2008 to Fall 2011:
+2,877 (from 18,079 to 20,956)

Net decrease in UCR faculty, Fall 2008 to Fall 2011:
- 28.8 Ladder Rank FTE (from 588.2 to 559.4)
- 43.4 Other Instructional Faculty FTE (from 283.0 to 239.6)

NOTE: Faculty data based on actual payroll – filled FTE.
Learning Environment Changes

Lecture, Ave. Class Size

Term
2008F 2009F 2010F 2011F

Ave. Class Size
55.0
60.0
65.0
70.0
75.0
80.0
85.0
90.0

Lower Div
Upper Div
## Learning Environment Changes

### Lectures With the Greatest Increase in Class Size

<table>
<thead>
<tr>
<th>Course</th>
<th>2008F</th>
<th>2009F</th>
<th>2010F</th>
<th>2011F</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physics 020</td>
<td>95</td>
<td>274</td>
<td>398</td>
<td>573</td>
<td>478</td>
</tr>
<tr>
<td>Chemistry 001A</td>
<td>287</td>
<td>322</td>
<td>300</td>
<td>543</td>
<td>256</td>
</tr>
<tr>
<td>Biology 005A</td>
<td>300</td>
<td>237</td>
<td>296</td>
<td>517</td>
<td>217</td>
</tr>
<tr>
<td>Anthropology 001</td>
<td>298</td>
<td>302</td>
<td>523</td>
<td>457</td>
<td>159</td>
</tr>
<tr>
<td>Relig. Stud. 012</td>
<td>299</td>
<td>320</td>
<td>399</td>
<td>426</td>
<td>127</td>
</tr>
<tr>
<td>Poli. Sci. 015</td>
<td>234</td>
<td>221</td>
<td>337</td>
<td>356</td>
<td>122</td>
</tr>
<tr>
<td>Economics 003</td>
<td>454</td>
<td>562</td>
<td>564</td>
<td>557</td>
<td>103</td>
</tr>
</tbody>
</table>
Learning Environment Changes

Figure 1. Biology 5A

Figure 2. Chemistry 1A
Learning Environment Changes

Current College of Natural and Agricultural Sciences
Advisor Caseload Ratios—Total Students/Advisor FTE
Fall 2011

300:1 NACADA—Recommended Major Caseload Ratio
200:1 NACADA—Recommended Undeclared Caseload Ratio

300:1 NACADA—Recommended Major Caseload Ratio
200:1 NACADA—Recommended Undeclared Caseload Ratio

300:1 NACADA—Recommended Major Caseload Ratio
200:1 NACADA—Recommended Undeclared Caseload Ratio

300:1 NACADA—Recommended Major Caseload Ratio
200:1 NACADA—Recommended Undeclared Caseload Ratio

300:1 NACADA—Recommended Major Caseload Ratio
200:1 NACADA—Recommended Undeclared Caseload Ratio

300:1 NACADA—Recommended Major Caseload Ratio
200:1 NACADA—Recommended Undeclared Caseload Ratio

300:1 NACADA—Recommended Major Caseload Ratio
200:1 NACADA—Recommended Undeclared Caseload Ratio
Learning Environment Changes

Learning Communities Improvement in First-Year Retention by Year

<table>
<thead>
<tr>
<th></th>
<th>Campus-Wide</th>
<th>CHASS</th>
<th>CNAS</th>
<th>BCOE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2006</td>
<td>4%</td>
<td>6%</td>
<td>2%</td>
<td>2%</td>
</tr>
<tr>
<td>Fall 2007</td>
<td>4%</td>
<td>3%</td>
<td>6%</td>
<td>1%</td>
</tr>
<tr>
<td>Fall 2009</td>
<td>5%</td>
<td>5%</td>
<td>4%</td>
<td>5%</td>
</tr>
<tr>
<td>* p&lt;0.05 level</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>** p&lt;0.20</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* p<0.05 level  ** p<0.20
Learning Environment – Solutions?

Students, Associate deans, Education Policy Committee and faculty discussing ideas...need more action

- Increased admissions selectivity among diverse students – faculty calls?
- Better IT for advising and instruction – e.g., Southwest Airlines?
- Limit financial aid to < 150% of 12 quarters?
- Re-designing majors to fewer credits?
Learning Environment – Solutions?

Continued...

• Lower division college?
• Campus-wide rather than unit-wide “undeclared?”
• Better support to stay in major of choice?
• Increase learning communities and peer counseling for academic credit?
• Transition from college x to y counselors?
• Role for emeriti faculty?
• Grow non-state resources (e.g. international enrollment), enabling strategic appointment of new faculty and staff?
Outline

1. Leadership Transitions
2. General Fund Budget Outlook
3. Learning Environment
4. Progress on UCR 2020
5. Discussion
• Strategic Goal #1 – Academic Excellence

- 1.1 – Extramural Funding Improvement
- 1.2 – Interdisciplinary Centers
- 1.3 – Optimizing organizational design in support of research and creative activity
- 1.5 – Hire in areas of strategic intent
- 1.6 – New professional schools
UCR 2020 - #1 Academic Excellence
2011 NRC Data-based Rankings

<table>
<thead>
<tr>
<th>City</th>
<th>Top 1-10%</th>
<th>11-20%</th>
<th>21-50%</th>
<th>51-100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Los Angeles</td>
<td>15</td>
<td>11</td>
<td>26</td>
<td>12</td>
</tr>
<tr>
<td>Berkeley</td>
<td>32</td>
<td>12</td>
<td>12</td>
<td>2</td>
</tr>
<tr>
<td>Davis</td>
<td>4</td>
<td>11</td>
<td>20</td>
<td>16</td>
</tr>
<tr>
<td>Irvine</td>
<td>2</td>
<td>7</td>
<td>19</td>
<td>8</td>
</tr>
<tr>
<td>Santa Barbara</td>
<td>8</td>
<td>5</td>
<td>10</td>
<td>8</td>
</tr>
<tr>
<td>Riverside</td>
<td>2</td>
<td>3</td>
<td>11</td>
<td>12</td>
</tr>
<tr>
<td>San Diego</td>
<td>8</td>
<td>9</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Santa Cruz</td>
<td>3</td>
<td>6</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>San Francisco</td>
<td>10</td>
<td>2</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Goal 1.1 - Extramural Funding Improvement

- $66M awards July thru Dec 2011
- $10M higher y.t.d. than last year
- Comparable y.t.d. to the year before when NSF and NIH budgets were 25-30% larger
- Includes 7 awards over $1M. Congratulations:
  - Alex Balandin $1.3M
  - Xuemei Chen, $1.7M
  - Jim Dietrich, $2.9M
  - Joao Pedra, $1.6M
  - Kent Johnson $1.1M
  - Howard Judelson $9.1M
  - Roland Kawakami $1.6M
Goal 1.2 - Interdisciplinary Centers

• Early Discussions with Blum Center leadership on Global Poverty
UCR 2020 – #1 Academic Excellence

Goal 1.3 - Optimizing organizational design in support of research and creative activity

• Preliminary discussions on re-design of CNAS – form follows function
• Appointment of task force to establish an Honors College
Goal 1.5 - Hire in areas of strategic intent

<table>
<thead>
<tr>
<th>College/School</th>
<th># of Approved Faculty Searches</th>
</tr>
</thead>
<tbody>
<tr>
<td>BCOE</td>
<td>10</td>
</tr>
<tr>
<td>CHASS</td>
<td>11</td>
</tr>
<tr>
<td>CNAS</td>
<td>13</td>
</tr>
<tr>
<td>GSOE</td>
<td>2</td>
</tr>
<tr>
<td>SOBA</td>
<td>7</td>
</tr>
<tr>
<td>SOM/BIOMED</td>
<td>4</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>47</strong></td>
</tr>
</tbody>
</table>
UCR 2020 – #1 Academic Excellence

Goal 1.6 – New Professional Schools

• Public Policy: approved but on hold ($$)

• School of Medicine: bridging strategy of funding and financing with many participants, including UCR, UCOP, medical community, Riverside County, Desert Healthcare District, medical students, and the state
  – Reaplication for accreditation: April 2012
  – LCME decision: early fall 2012
  – Intended opening of medical school: fall 2013
UCR 2020 - #2 Access

New Degree Programs

• Master of Professional Accountancy
• Masters in Bioengineering
• Masters in Computer Engineering
UCR 2020 – #2 Access & #3 Diversity

• U.S. Department of Education grant for Hispanic Serving Institutions
  – $3.9 million over 5 years
  – Ravishankar and Cardullo, co PIs

• NSF grant for women faculty in STEM fields
  – $600,000 over 3 years
  – Moses, Larive, Yates, and Walker, co PIs
UCR 2020 – #4 Community Engagement

- Recognition:
  - Washington Monthly: #1 in nation for student community service hours
  - President’s Higher Education Community Service Honor Roll

- Long-term goal: Carnegie’s elective Community Engagement classification
Outline

1. Leadership Transitions
2. General Fund Budget Outlook
3. Learning Environment
4. Progress on UCR 2020
5. Discussion
Virtual Participation in Discussion

E-mail questions to:

townhall@ucr.edu