Total Budget: $301.5M
Campus Total Perm Budget: ~$ 600M
Total Budget: $301.5M
2008-2009 Expenditures by Unit Academic Affairs
Reliance on State & Fee Funds by Division

- Arts & Humanities: 92%
- Engineering: 50%
- Social Sciences: 81%
- IRPS: 69%
- ORUs: 11%
- Acad Support & Admin: 71%
- Library: 86%
- Other Acad: 63%
- Acad Support: 71%
- SDSC: 2%
- Calit2: 4%
- ORUs: 11%
- RSM: 74%
- IRPS: 69%
- Social Sciences: 81%
- Physical Sciences: 51%
- Biological Sciences: 47%
- Engineering: 50%
- Calit2: 4%
- SDSC: 2%
- ORUs: 11%
- RSM: 74%
- IRPS: 69%
- Social Sciences: 81%
- Physical Sciences: 51%
- Biological Sciences: 47%

Total Expenditures: $598.0 M / Total Campus expenditures w/o Medical Center = $1.8M
Percentages show general funds and student fees funds expenditures as percent of total expenditures.
## Change in People

<table>
<thead>
<tr>
<th>Headcount</th>
<th>1999</th>
<th>2009</th>
<th>Ten year change</th>
<th>2010</th>
<th>One year change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ladder Rank Faculty</td>
<td>706</td>
<td>904</td>
<td>28.0%</td>
<td>907</td>
<td>0.3%</td>
</tr>
<tr>
<td>Temporary Faculty - Lecturers</td>
<td>396</td>
<td>625</td>
<td>57.8%</td>
<td>505</td>
<td>-19.2%</td>
</tr>
<tr>
<td>Total Teaching Faculty</td>
<td>1,102</td>
<td>1,529</td>
<td>38.7%</td>
<td>1,412</td>
<td>-7.7%</td>
</tr>
<tr>
<td>Other Academics: PGRs, Librarians, Academic</td>
<td>961</td>
<td>1,144</td>
<td>19.0%</td>
<td>1,164</td>
<td>1.7%</td>
</tr>
<tr>
<td>Coordinators</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff – Career and Non Career</td>
<td>4,228</td>
<td>5,107</td>
<td>20.8%</td>
<td>4,654</td>
<td>-8.9%</td>
</tr>
<tr>
<td>TAs, Tutors &amp; GSRs</td>
<td>3,341</td>
<td>4,194</td>
<td>25.5%</td>
<td>4,018</td>
<td>-4.2%</td>
</tr>
<tr>
<td><strong>All Employees</strong></td>
<td><strong>9,632</strong></td>
<td><strong>11,974</strong></td>
<td><strong>24.3%</strong></td>
<td><strong>11,248</strong></td>
<td><strong>-6.1%</strong></td>
</tr>
<tr>
<td>Actual Student FTE (excl. SIO)</td>
<td>17,179</td>
<td>27,245</td>
<td>58.6%</td>
<td>28,029</td>
<td>2.9%</td>
</tr>
</tbody>
</table>

### Ratios

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Students per Ladder Rank Faculty</td>
<td>24.3</td>
<td>30.1</td>
<td>30.9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Students per All Teaching Faculty</td>
<td>15.6</td>
<td>17.8</td>
<td>19.9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff per All Academics</td>
<td>2.0</td>
<td>1.9</td>
<td>1.8</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Financial Projections to 2015/16

<table>
<thead>
<tr>
<th>Funds Allocated by the SVCAA</th>
<th>2009/10 Estimate</th>
<th>2015/16 Projected w/o NR enroll</th>
<th>2015/16 Projected with 1,500 NR enroll</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated Filled Faculty</td>
<td>867</td>
<td>762</td>
<td>867</td>
</tr>
<tr>
<td>Percent Filled to Budget (including NR enrollments)</td>
<td>65%</td>
<td>57%</td>
<td>61%</td>
</tr>
<tr>
<td>Funds Available</td>
<td>$ 91 M</td>
<td>$ 68 M</td>
<td>$ 87 M</td>
</tr>
<tr>
<td>Permanent Transfers/cuts</td>
<td>$ 12 M</td>
<td>$2 M</td>
<td>$ 2 M</td>
</tr>
<tr>
<td><strong>Annual Expense</strong></td>
<td><strong>$ 86 M</strong></td>
<td><strong>$ 88 M</strong></td>
<td><strong>$ 98 M</strong></td>
</tr>
<tr>
<td>Annual Bottom Line</td>
<td>&lt;$ 7 M&gt;</td>
<td>&lt;$ 25 M&gt;</td>
<td>&lt;$ 13 M&gt;</td>
</tr>
<tr>
<td>Cumulative Balance</td>
<td>&lt;$ 9 M&gt;</td>
<td>&lt;$ 143 M&gt;</td>
<td>&lt;$ 46 M&gt;</td>
</tr>
</tbody>
</table>
Annual Allocations

- **Major Categories of Annual Expenses**
  - Start-up & retention commitments: $17.3 M
  - Temporary faculty (lecturers): $11.2 M
  - TA salary/ fees/ health insurance: $27.6 M
  - Graduate student fellowships: $9.6 M
  - Instructional support: $6.7 M
  - Research support: $5.5 M
  - Administrative and assessments: $4.9 M
  - Capital and equipment: $3.7 M
  **TOTAL**: $86.5 M
Deficits due to:

- Reduction in state support of UC
- Abrupt end to enrollment growth plan
- Unfunded OP faculty salary plan
- Campus decisions to reduce AA workload funding (i.e. enrollment driven funds)
- Elimination of long-standing allocations such as Price increase and startup funding
- Unfunded but mandated costs – salaries, deferred maintenance, retirement contrib.
Two Years of Budget Cuts

- Postponed faculty recruitments in 8/9 and 9/10
  - Reduced funds to faculty salaries $3.5 M
  - Reduced funds to startup $11.7 M
- 9% permanent support reduction $8.0 M
- Discontinued TA allocation guarantee $0.6 M
- Discontinued instructional programs $0.5 M
  - Instructional Improvement, US Grants
  - Faculty Fellows, Senior Seminars
- Discontinued equipment funding $0.9 M

Cuts over Two Years $25.2 M
Budget Actions in 2009/10

- Froze and suspended faculty recruitments
  ◦ 90 potential recruitments frozen in 2009/10
- Froze staff recruitments – Exception by SVC
  ◦ 100 open positions anticipating budget reductions
- Assigned fully loaded furlough cuts to units
- Cuts to support and Temp FTE budgets
- Reviewed unit carry-forward balances for assistance in phasing in harsh cuts
- Planned for annual use of reserves
- Assigned cuts to administrative units of 6%
- Elimination of AVC positions
2010/11 Recovery Plan

- Chancellor will allocate 68% of all Non Resident Tuition and Fees to Academic Affairs
  - $8.6M Permanent in 2010/11
  - Establish revenue sharing with Divisions for Grad growth
- 35 Faculty searches begun + opportunity pool
- Year one of three year support cut plan implemented
  - Unit carry-forward balances and open positions to assist in phase in of cuts
- Develop new support budget model and service consolidation plans where possible
- 5% cuts to Temp FTE and TA funding implemented
- Campus implements administrative tax on revenue sources (ASSA)
Beyond 2010/11

- OP and Campus implement a new “funding streams” Budget system
  - Revenues generated will remain at campuses *
  - OP taxes campus revenues to cover OP and other central costs
  - Revenue sources no longer pooled and obscured

- Academic Affairs plans for revenue model that will allow 65% filled faculty

- Campus aggressively seeks state funding alternatives
  - Non Resident students
  - Non standard fee based degree programs
  - Continued growth in contract and grant activity

- Continue to seek administrative and service efficiencies