UNIVERSITY OF CALIFORNIA, RIVERSIDE

New Chair Orientation

September 17, 2008
Organizational Structure

• Institutional Planning
  Bob Daly, Assistant Vice Chancellor
  http://apb.ucr.edu/inst_plan/
  bob.daly@ucr.edu

• Resource Management & Analysis
  Matthew Hull, Assistant Vice Chancellor
  http://apb.ucr.edu/bud_res/
  matthew.hull@ucr.edu

• Real Estate Services
  Lisa Hjulberg, Director
  http://res.ucr.edu/
  lisa.hjulberg@ucr.edu

• Capital & Physical Planning
  Tim Ralston, Assistant Vice Chancellor
  http://apb.ucr.edu/cap_plan/
  timothy.ralston@ucr.edu

• Audit & Advisory Services
  Michael Jenson, Director
  http://audit.ucr.edu/
  michael.jenson@ucr.edu
INSTITUTIONAL PLANNING
Institutional Planning

Mission/Function Statement

• This department provides and coordinates campus, university and external information and data that is needed for campus planning, decision support, and provides evaluative data needed by academic and administrative units for the purpose of continuously improving UCR. Its primary function is to access, extract, maintain, and publish the campus information and data, such as student enrollment and degrees conferred files from the Student Information System. It also provides both standard and ad hoc reports and analyses to a variety of campus users. Additionally, the department creates and maintains enrollment planning models to advise and assist campus management and the Office of the President in the development and assessment of campus plans and actions.
### Three-Quarter Average FTE and Headcount Enrollment

#### Actual FTE

<table>
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<tr>
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<tbody>
<tr>
<td></td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Projected</td>
<td>Projected</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>12,736</td>
<td>13,511</td>
<td>13,406</td>
<td>12,973</td>
<td>13,266</td>
<td>14,005</td>
<td>14,657</td>
<td>14,780</td>
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<tr>
<td>Credential</td>
<td>117</td>
<td>118</td>
<td>88</td>
<td>87</td>
<td>68</td>
<td>70</td>
<td>90</td>
<td>90</td>
</tr>
<tr>
<td>Graduate</td>
<td>1,559</td>
<td>1,747</td>
<td>1,772</td>
<td>1,827</td>
<td>1,871</td>
<td>1,980</td>
<td>2,055</td>
<td>2,101</td>
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<tr>
<td>Total FTE</td>
<td>14,412</td>
<td>15,376</td>
<td>15,266</td>
<td>14,887</td>
<td>15,205</td>
<td>16,055</td>
<td>16,802</td>
<td>16,971</td>
</tr>
<tr>
<td>Change</td>
<td>964</td>
<td>(110)</td>
<td>(379)</td>
<td>318</td>
<td>850</td>
<td>747</td>
<td>169</td>
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</table>

#### Budgeted FTE

<table>
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<tr>
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<tbody>
<tr>
<td></td>
<td>Budgeted</td>
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<tr>
<td>Undergraduate</td>
<td>12,286</td>
<td>13,639</td>
<td>13,305</td>
<td>13,675</td>
<td>13,295</td>
<td>13,969</td>
<td>13,969</td>
<td>13,969</td>
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<tr>
<td>Credential</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Graduate</td>
<td>1,685</td>
<td>1,728</td>
<td>1,910</td>
<td>1,990</td>
<td>2,070</td>
<td>2,010</td>
<td>2,010</td>
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<tr>
<td>Total FTE</td>
<td>13,971</td>
<td>15,367</td>
<td>15,215</td>
<td>15,665</td>
<td>15,365</td>
<td>15,979</td>
<td>15,979</td>
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</tr>
<tr>
<td>Change</td>
<td>1,396</td>
<td>(152)</td>
<td>450</td>
<td>(300)</td>
<td>614</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

#### Actual vs Budget

|                  | 441 | 9 | 51 | (778) | (160) | 76 | 823 | 992 |

#### Actual Headcount

<table>
<thead>
<tr>
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<tr>
<td></td>
<td>Actual</td>
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<td>Actual</td>
<td>Actual</td>
<td>Actual</td>
<td>Projected</td>
<td>Projected</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>13,680</td>
<td>14,560</td>
<td>14,406</td>
<td>13,919</td>
<td>14,188</td>
<td>14,335</td>
<td>15,002</td>
<td>15,128</td>
</tr>
<tr>
<td>Credential</td>
<td>122</td>
<td>120</td>
<td>91</td>
<td>87</td>
<td>68</td>
<td>70</td>
<td>90</td>
<td>90</td>
</tr>
<tr>
<td>Graduate</td>
<td>1,594</td>
<td>1,785</td>
<td>1,812</td>
<td>1,859</td>
<td>1,901</td>
<td>2,021</td>
<td>2,098</td>
<td>2,145</td>
</tr>
<tr>
<td>Total Headcount</td>
<td>15,396</td>
<td>16,464</td>
<td>16,310</td>
<td>15,865</td>
<td>16,157</td>
<td>16,426</td>
<td>17,190</td>
<td>17,363</td>
</tr>
<tr>
<td>Change</td>
<td>1,068</td>
<td>(154)</td>
<td>(445)</td>
<td>292</td>
<td>269</td>
<td>764</td>
<td>173</td>
<td></td>
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**Note:** State Funding is based on budgeted residential FTE
### Fall New Headcount Enrollment

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>Undergraduate</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Fall</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>New Freshmen</td>
<td>3,563</td>
<td>3,889</td>
<td>3,456</td>
<td>2,988</td>
<td>3,594</td>
<td>3,729</td>
<td>4,300</td>
</tr>
<tr>
<td>New Transfers</td>
<td>859</td>
<td>909</td>
<td>822</td>
<td>897</td>
<td>835</td>
<td>862</td>
<td>900</td>
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<tr>
<td>Total New Undergrad.</td>
<td>4,422</td>
<td>4,798</td>
<td>4,278</td>
<td>3,885</td>
<td>4,429</td>
<td>4,591</td>
<td>5,200</td>
</tr>
<tr>
<td><strong>Graduate</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Fall</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>New Master's &amp; Cred.</td>
<td>357</td>
<td>404</td>
<td>354</td>
<td>318</td>
<td>313</td>
<td>315</td>
<td>331</td>
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<tr>
<td>New Doctoral &amp; Med.</td>
<td>274</td>
<td>346</td>
<td>326</td>
<td>349</td>
<td>358</td>
<td>442</td>
<td>428</td>
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<tr>
<td>Total New Grad.</td>
<td>631</td>
<td>750</td>
<td>680</td>
<td>667</td>
<td>671</td>
<td>757</td>
<td>759</td>
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<tr>
<td><strong>Total</strong></td>
<td>5,053</td>
<td>5,548</td>
<td>4,958</td>
<td>4,552</td>
<td>5,100</td>
<td>5,348</td>
<td>5,959</td>
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Sept. 17, 2008
## Retention and Graduation Rates

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<tbody>
<tr>
<td><strong>Retention Rates</strong></td>
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<tr>
<td>Percent Retained One Year</td>
<td>85.5%</td>
<td>85.6%</td>
<td>83.6%</td>
<td>84.5%</td>
<td>85.4%</td>
<td>84.9%</td>
<td>84.8%</td>
<td>85.9%</td>
<td>86.2%</td>
<td>83.1%</td>
</tr>
<tr>
<td>Percent Retained Two Years</td>
<td>75.4%</td>
<td>74.5%</td>
<td>74.4%</td>
<td>74.9%</td>
<td>73.5%</td>
<td>74.0%</td>
<td>74.0%</td>
<td>75.2%</td>
<td>73.9%</td>
<td></td>
</tr>
<tr>
<td><strong>Graduation Rates</strong></td>
<td></td>
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</tr>
<tr>
<td>Percent Graduating in Four Years</td>
<td>37.1%</td>
<td>37.0%</td>
<td>37.8%</td>
<td>36.6%</td>
<td>36.4%</td>
<td>39.4%</td>
<td>39.3%</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Percent Graduating in Six Years</td>
<td>64.4%</td>
<td>64.5%</td>
<td>65.3%</td>
<td>63.6%</td>
<td>64.3%</td>
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</tbody>
</table>
RESOURCE MANAGEMENT AND ANALYSIS
Mission/Function Statement

• The primary functions of this department are to ensure effective and responsible fiduciary management of the budgetary functions of the campus, including the Campus’s unallocated resources. In carrying out this function, this department responds to the needs of executive management by providing information (analysis) and data on matters pertaining to campus operational planning, resource uses and needs, and funding/budget strategies. This department also responds to external demands for information and analysis, and plays a strong role in the development of major Campus strategic objectives.
Current Fund Expenditures
(Dollars in Thousands)

Fiscal Year 2006 - 2007

Tuition and Fees
20%

State General Funds
44%

Private Funds
6%

Sales & Service/Reserves
4%

Auxiliary Enterprises
8%

State and Local
3%

Federal Government
15%

Prepared by UCR, Academic Planning and Budget.
Source: 2006-07 Campus Financial Schedule D

State General Funds  202,308
Federal Government  70,318
State and Local  12,789
Auxiliary Enterprises  35,959
Sales & Service/Reserves  15,985
Private Funds  25,845
Tuition and Fees  89,884
Total  453,088

Grand Total: $453,088,000
FACULTY RECRUITMENT FUNDING

The Faculty Recruitment Package Policy establishes the amount and the manner in which Chancellorial funding will be provided to the Schools and Colleges for faculty recruitment packages, also known as Initial Complements. This policy applies to General Fund I&R faculty FTE only.

Governing Campus Policy:

The University Of California, Riverside Faculty Recruitment Package Policy -- A Policy on Chancellorial Support for Faculty Recruitment Packages
http://apb.ucr.edu/bud_res/docs/Faculty%20Recruitment%20Policy%20(effective%207-1-07).doc
EXTRAMURAL FUNDS CLASSIFICATION

The University receives extramural funding through a variety of channels, such as gifts, contracts, grants, service agreements, sales and service activities, and agency funds. A policy was developed to aid in the proper classification of all extramural funds received by the Campus and to establish administrative responsibility for the management of extramural funds.

**Governing Campus Policy:**

Campus Policy Number: 200-45 -- Extramural Fund Classification
A campus policy governs the allocation of all Federal cost recovery (Opportunity and Off-The-Top Funds), and Private and Local contract and grant cost recovery (Educational Funds) received by the campus. This policy divides the allocation of Opportunity Funds, Off-The-Top Funds, and Education Funds into four groups:

- **Pre-Group I, II, and III Genomics ICR Set-Aside** is a Garamendi-like set-aside for the purpose of funding campus capital investments,
- **Group I** consists of programs which the Office of the President or the Chancellor have mandated be funded with these sources,
- **Group II** consists of those departments which provide direct support to the research effort of the campus, and
- **Group III** consists of Schools and Colleges that engage in research activities that generate Federal and Private/Local indirect cost recovery

**Governing Campus Policy:**

A Policy for the Allocation of Federal and Private/Local Indirect Cost Recovery Funds (Facilities and Administrative Costs)

ANNUAL CONTRACT AND GRANT REPORT ON EXPENDITURES

The Annual Report provides information on expenditures, direct and indirect, associated with contracts and grants awarded to the University of California, Riverside (UCR) by non-University entities. These expenditures constitute charges assigned to the contract or grant in order to fully recover expenses incurred by UCR. Information is provided at both the Organization and Department levels.

Report Website:
http://apb.ucr.edu/bud_res/reports/
SALES AND SERVICE ACTIVITIES

Sales and Service Activities are non-profit, campus business enterprises, whose functions are to provide quality services and goods at rates that are reasonable and equitable. These enterprises often have a measurable impact on the campus through their pricing and quality decisions, their charging practices, and their billing methods and cycles. While these Sales and Service Activities have the advantage of being campus based, they are simultaneously constrained by University wide and campus policy decisions, such as those related to employee classifications, union contract provisions, salary range adjustments, employee benefits, etc.

Governing Campus Policies:

Campus Policy Number: 300-66 -- Sales & Service Activities: Establishment and Budgetary Review

Campus Policy Number: 300-66A -- Sales & Service Activities: Establishment and Budgetary Review Organization Sales and Service Fund Policy (OSSF)
COURSE MATERIAL FEES

A Campus may charge a Course Materials Fee for students to participate in the instructional activities of a course, including: the cost of providing course materials to be consumed, retained or used by the student; the special costs associated with use of University-owned tools, musical instruments, or other equipment; or the cost of other materials or services necessary to provide a special supplemental educational experience of direct benefit to the student not covered by the normal instructional budget.

**Governing Campus Policy:**

Campus Policy Number: 550-25 -- Course Materials Fee: Establishment and Budgetary Review

REAL ESTATE SERVICES
Mission/Function Statement

• This department provides campus services in leasing, property acquisition, third party development, licensing, gift properties, faculty housing and manages the Mortgage Origination Program (MOP).
Helpful Information and Policies

FACULTY HOUSING ASSISTANCE PROGRAMS

UC Mortgage Origination Program (MOP) -- The MOP exists to promote the recruitment and retention of faculty and senior management in support of the education, research, and public service missions of the University of California.

Temporary Housing -- Temporary Housing is available on-campus.

Faculty Housing -- The Campus owns 6 family homes in the Redington Community and is currently negotiating the purchase of additional individual homes in the Creekside Terrace development for initial rental and future sale to eligible faculty.

Information on program or housing eligibility, FAQs, and other additional information and useful links are available on the Real Estate Services Web-Page @ http://res.ucr.edu/
CAPITAL AND PHYSICAL PLANNING
Mission/Function Statement

• This department supports UCR’s mission in the following areas: Physical Planning, including Long Range Development Plan (LRDP) formulation and associated LRDP/EIR compliance; Capital Planning, including managing the capital approval and funding processes to provide facilities and infrastructure improvements to address UCR’s highest priority program needs; and Space Management and Facilities Inventory, to oversee systems development (FMS, GIS) to assist the campus in managing its assets as well as to satisfy wide ranging reporting requirements (UCOP, State, NSF, etc).
**State Funded Program**

- Rolling 5-year prioritized list
- Instruction & Research Space Types
- Response to Program (vs. entitlements)
- Strategic Investment
  - Asset Base
  - Infrastructure

```
Student FTE
↓
Faculty FTE
↓
Classrooms / Class Labs
↓
Research Labs & Support
↓
Faculty Offices & Support
```
Non-State Funded Program

- Rolling 5-year prioritized list
- Self supporting enterprises
- Operating/Business Plan
- Strategic Investment
  - Asset Base
  - Infrastructure

Enrollments & Capital Planning
Procuring & Projecting Space

- CPEC Guidelines
- Classroom, Class Lab Utilization
- Operational Plans

Managing the Asset

- Policies, Partnering & Reporting
- Systems Development
# Campus Development to Support Projected Program Needs

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<tr>
<th>Program Space Type</th>
<th>Fall 2005 SF</th>
<th>2015 SF</th>
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<tbody>
<tr>
<td>Academic &amp; Professional Programs</td>
<td>2,624,510</td>
<td>6,200,000</td>
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<tr>
<td>Administration &amp; Support</td>
<td>931,278</td>
<td>1,202,181</td>
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<tr>
<td>Student Services</td>
<td>144,228</td>
<td>500,000</td>
</tr>
<tr>
<td>Recreation &amp; Athletics</td>
<td>146,939</td>
<td>470,000</td>
</tr>
<tr>
<td>Housing</td>
<td>1,724,830</td>
<td>3,430,526</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>5,571,786</strong></td>
<td><strong>11,802,707</strong></td>
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AUDIT AND ADVISORY SERVICES
Mission/Function Statement

- The mission of the department is to assess and monitor the university community’s discharge of oversight, management, and operating responsibilities relative to governance processes, internal control systems, and compliance with laws, regulations, and University policies - including those related to ethical conduct. The department’s mission is realized by providing relevant, timely, independent and objective assurance, advisory and investigative services using a systematic, disciplined approach to evaluate risk, and to improve the effectiveness of control and governance processes.
ABCD’s of A&AS

A – Auditing
B – Business Consulting
C – Controls (Internal) Training
D – “Detectives”
  • Whistleblower Investigations pertaining to financial fraud, waste and abuse
Duties of Department Chairs

• APM-245-4:
  – A department chair is a faculty member who serves as the academic leader and administrative head of a department of instruction or research

• APM-245 Appendix A:
  – The chair’s administrative duties include the following:
    5. To prepare the budget and administer the financial affairs of the department, in accord with University procedures.
    8. To be responsible for the custody and authorized use of University property…
    10. To maintain records and prepare reports in accord with University procedures.