May 18, 2011

TO: Dallas Rabenstein  
Executive Vice Chancellor and Provost

FROM: Cynthia R. Giorgio  
Associate Chancellor

RE: Budget Reduction Planning: Offices of the Chancellor and  
EVC/Provost

The organization reporting to the Chancellor and Executive Vice  
Chancellor/Provost (CEVCP) provides academic and administrative  
leadership to the entire campus of the University of California, Riverside.  
Specific areas of oversight include strategic planning; budget; relationships  
with the community, legislators, and Office of the President as well as the  
campus community; and policy development and compliance. The  
Chancellor and EVC/Provost establish aspirational goals for the campus and  
provide leadership to the achievement of those goals.

Units reporting to the Offices of the Chancellor and EVC/Provost include:

- Immediate offices
- Campus Counsel
- Governmental and Community Relations
- Academic Personnel (including the International Scholar Center)
- Administrative Resolution
- Diversity, Excellence, and Equity (including Affirmative Action and Title IX)
- Audit and Advisory Services (also reports to Regents/UCOP)
- Strategic Academic Research and Analysis
- Ombudsman (independent office; reports for administrative and budgetary purposes only)
Intercollegiate Athletics and the Palm Desert Graduate Center are also part of the CEVCP organization, but are not included in the reduction scenarios for purposes of this planning document.

Role of CEVCP in UCR 2020

The Chancellor and EVC/Provost have clear leadership roles in providing overall direction to the development and implementation of the campus strategic plan, *UCR 2020: The Path to Preeminence*. Given the diverse nature of the other units reporting to them, it is more difficult to articulate the role of the organization as a whole relative to the strategic plan. Nevertheless, each office has a vital role in delivering on the promise.

One of the four primary goals in *UCR 2020* is community engagement. The Office of Governmental and Community Relations plays a prominent role in achieving that goal. The office works closely with elected officials at the regional, state, and federal levels, and provides leadership to UCR’s advocacy efforts. It also works closely with key community groups to both advance the campus’ teaching, research, and outreach programs and to forge new partnerships that are advantageous to these efforts.

A second strategic goal relates to diversity. The Office of Diversity, Excellence, and Equity is in a pivotal position to provide leadership to the campus on issues related to diversity, tolerance, inclusiveness, and climate. Through training programs, educational forums, and other outreach efforts, this office has made UC Riverside a model for the UC system.

The Office of Academic Personnel also supports UCR’s diversity goals, and is directly linked to the strategic goal of academic excellence. Through its efforts related to faculty recruitment and retention, it has helped UCR to attain a high standard of quality among our faculty. This is reinforced through the faculty merit and promotion processes, which are also overseen by this office, amounting to approximately 300 files each year.

The Office of Strategic Academic Research and Analysis plays a unique role related to the development and implementation of *UCR 2020*, in that it provides documentation and institutional analysis related to the campus’ rankings in key areas relative to the achievement of its aspirational goals, particularly as they relate to research. This office provides critical data that informs day-to-day operations and planning functions at UCR.
The remaining offices reporting to CEVCP – Campus Counsel, Audit and Advisory Services, Administrative Resolution, and the Ombudsman – support the campus and the strategic plan in terms of the regulatory and compliance issues that underpin all of UCR’s goals and actions going forward, including risk mitigation, ethical standards, and dispute resolution.

**Areas of Strategic Investment**

While it is not possible to do so at this time, the Offices of the Chancellor and EVC/Provost will soon need to invest additional resources in the Office of Campus Counsel. As the campus grows and the regulatory environment becomes increasingly stringent, UCR’s needs relative to legal counsel have grown proportionately. This year it is projected the campus will spend in excess of $1 million on outside counsel. While we cannot entirely avoid utilizing the expertise of specialized attorneys, a prudent investment in the future would be to expand UCR’s internal legal operation.

It is also important to talk about areas of disinvestment. In November 2010, the Chancellor and EVC/provost directed that the Palm Desert Graduate Center receive a 30 percent reduction in its permanent budget. This resulted in a permanent savings of $554,398, achieved primarily through layoffs. This amount has not been counted toward meeting CEVCP’s own reduction target; rather, it has been used to help reduce the overall campus deficit of ~$50 million. The decision to downsize the Palm Desert Graduate Center was difficult but strategic. When originally established, the intent was for the programs conducted there to be self-supporting. Since the downsizing, a plan has been developed to allow the Center and its attendant programs to achieve this goal.

**Budget Planning Scenario**

The Chancellor and EVC/Provost organization has an annual general fund operating budget of almost $7.5 million. A budget reduction of 8.36 percent represents $623,141 in permanent cuts for FY11-12. The proposed scenario does not distribute this percentage evenly across all units reporting to the Chancellor and EVC/Provost. Governmental and Community Relations, for example, has been hit hard in prior years and is operating with both a lean staff and a modest operating budget. As already stated, Campus Counsel cannot take any budget cuts and in fact is slated for future investment. Like many units on
campus, CEVCP has little room to maneuver in terms of budget cuts, as resources are tied up primarily in personnel and a small amount of supplies and expenses (S&E).

Cuts were taken across the remaining units after careful and sometimes painful consideration. To achieve the target, the CEVCP organization overall will give up 6.00 staff positions, valued at $368,333; 1.09 academic provisions, worth $178,156; and $76,652 in non-salary funds. Of the staff positions, 2.5 are currently vacant; of the faculty FTE, 1.00 is vacant. Specifics are as follows:

**Immediate Offices of the Chancellor and EVC/Provost** – To assist in meeting the budget reductions, the immediate offices of the CEVCP will give up 1.50 staff FTE. The functions include writing, information technology, and administrative support. In addition, the organization is giving up a .50 academic provision, which also allows for a significant savings in S&E. The impacts of these reductions are described below.

Reducing the writing position to half-time presents a challenge given that the Chancellor gives approximately 150 talks a year. In addition, the writer composes approximately 250 pieces of correspondence per year, and is also responsible for catalogue copy, magazine pieces, web content, and other forms of written communication.

Reducing the administrative position to half-time will provide little back-up support for an extremely busy, high-level office. In the near term, these responsibilities will be shared by three other administrative staff, resulting in loss of efficiency and productivity in their normal duties.

Reduction of an information technology position to half-time will result in less IT support across the entire CEVCP organization, but particularly the CEVCP offices. Again, a loss of service will be evident.

The .50 academic provision being eliminated by the CEVCP organization is that of the Associate Vice Provost for Faculty Equity and Diversity. The provision has been vacant for the past year. Although the campus is conducting far fewer faculty searches than in the past, this office has provided a critical function in assuring the diversity of hiring pools, supporting faculty search committees, and developing a career partners program. When
the campus begins significant faculty hiring in the future, the administration should consider filling this position again.

Academic Personnel – The Office of Academic Personnel is giving up 1.5 staff FTE, including a full-time analyst position that was freed up by a retirement in February 2011. In addition, an administrative assistant position will be reduced to half-time. Losing these positions will result in a loss of services. Already Academic Personnel is offering less in the way of training and development activities.

Administrative Resolution – When the position of Vice Provost for Conflict Resolution was reconstituted as the Vice Provost for Administrative Resolution, 1.00 faculty FTE was set aside for the new occupant. With the hiring of Professor David Funder, the role of Vice Provost was reduced to half-time, thus creating a .50 open provision. This .50 open provision will be given up as part of the budget reduction. To date it appears this office is able to function effectively with a half-time position.

Diversity, Excellence, and Equity – To help meet the budget reduction, Associate Vice Chancellor Yolanda Moses will reduce her administrative appointment by .09 FTE. This will reduce her administrative role to .41 percent of her time, shifting an additional burden to the assistant vice chancellor for affirmative action. The loss of even a small percentage of Dr. Moses’ leadership will make it all the more challenging for the campus to meet its strategic goal of diversity. We are also examining the possibility of collapsing two administrative support positions into one. In addition, her office and those of Affirmative Action and Title IX are taking a combined permanent cut of $32,612 in S&E. This will negatively impact some of the training and outreach efforts offered by those offices. Any further cuts to this unit will not provide the campus with ample expertise to comply with the state and federally mandated processes that are required of us.

Audit and Advisory Services – This office will lay off a full-time auditor. The workload will be absorbed by other auditors. With the current climate of accountability, however, as well as increased demands related to compliance and ethics, this will strain the resources of Audit and Advisory Services and increase UCR’s risk of non-compliance. It also will result in fewer audits being conducted, which will negatively impact the efficiency and effectiveness of campus operations. As the School of Medicine comes on-line, we can anticipate the need to increase rather than cut the level of support to this office, particularly with the many complex regulatory and compliance issues that affect this area.
Strategic Academic Research and Analysis – During the past year, this key office has been limping along with only one full-time employee, and two other professionals on recall from retirement, one of them the former director. A prolonged search for a permanent director was not successful, and the remaining analyst was recently elevated to the position of interim director while a new search gets underway next year. The campus is also searching for another analyst position. An additional analyst FTE, funded at $100,000, will be given up as part of the budget reduction. This is not sustainable over the long term. As the campus rebuilds this office and hires permanent leadership, this position will ultimately have to be restored. It is anticipated that the restructuring will take at least one full year to complete. As indicated above, this office is vital to the achievement of UCR’s strategic goals, given the role it plays in conducting institutional research, and in managing and analyzing data. If UCR is to attain its aspirational goal of achieving the stature of an AAU institution, the work of this office will be critical.

Conclusion

Cuts to the CEVCP operation will have significant functional consequences. While it is important that we do our part in meeting the campus budget reduction, our offices must also continue to serve the campus at the highest possible level of performance. We are – justifiably – held to the highest standards by the Office of the President, the campus community, and our external constituents. With the cuts proposed here, it will be challenging to maintain the optimal degree of efficiency and responsiveness that we strive to achieve.

If I can provide any additional information, please let me know.

cc: T. White
    K. Zahedi