University of California, Riverside
VCPB
Overview

February 24, 2015

SPACE UTILIZATION STUDY
MASTER PLAN
BUDGET REDESIGN
Most Important Questions

- Can 300 new faculty hires be accommodated with offices and research space in the next 5 years?
- How many people can be accommodated with current space?
- How much more space do we need?
Next Steps to Finalize Space Utilization Survey

► Complete review and validation of data
► Consider options for Space Standards
► Generate metrics
► Compile observations and recommendations into report

Space utilization metrics also will be used to prepare 10-year Forecast to inform Physical Master Plan Study effort
Phase 2 - Implementation

- Space Standards will be a tool for affecting change
  - Transparent Decision Making
  - Stewardship
  - Improved Working Conditions
  - Enhanced Learning and Research
  - Equality
  - Flexibility
  - Better Collaboration

- Options and recommendations will be organized by categories such as interventions that can be accomplished in a short amount of time for minimal funds up to major interventions

- Addressing laboratory space issues will be the biggest hurdle to accommodating 300 new faculty on campus
**GOAL**

Update master plans to provide campus space and physical infrastructure in support of UCR’s 2020 strategic goals and beyond.

**GUIDING PRINCIPLES**

- Enhance **campus aesthetics** by honoring UCR’s unique identity
- Create a **people-centric** campus environment
- Strengthen **accessibility** to all campus resources

**PLANNING GOALS**

- Embodiment of UCR’s 2020 strategic plan
- Reinforce UCR **identity** across all portions of the campus
- Support UC President’s **sustainability** initiatives

**OUTCOMES**

- Preferred planning framework for growth
- **Campus and community engagements** and partnerships
- Enrich student, faculty, staff, and visitor collegial experience

**LONG-RANGE DEVELOPMENT PLAN**

- Replace current LRDP with updated long range land use strategies
- To begin at the conclusion of the Master Planning Process in Dec 2015
FOUR PHASES OF THE PHYSICAL MP STUDY

- Review & Approve Space Utilization Survey
- Confirm Physical Master Plan Study Beliefs and Principles

- Confirm desired Growth and Cost Capacity Range
- Confirm Environm. Strategy/Priorities

- Confirm preferred Planning Framework:
  - Systems
  - Cost
  - Environmental Benchmarks

- UCR Review & Comments
- Physical Master Plan Study Approval

We are here
**PROCESS: OPPORTUNITIES FOR ENGAGEMENT**

We are here: Today at 5:30-7:30pm at University Village UNEX Room A/B

**WORKSHOP 1**

**WORKSHOP 2**

Steering Committee / PMT / Working Group Chair Workshop

**SUMMARY PRESENTATION**

UNDERSTANDING  INTEGRATING  VALIDATING VISION  IMPLEMENTING
University of California, Riverside (UCR) is migrating to a more performance and incentive-based budget model in order to align resource allocations with our strategic goals and drive transformation.

- **Transparent**
  Deploy a resource allocation model that is easy to understand and accessible to the institution.

- **Strategic**
  Align decision making with the institution’s strategic goals and provide incentives for optimizing both revenue growth and cost reduction.

- **Collaborative**
  Develop a culture of inclusiveness by incorporating input from stakeholders throughout the University in making key budget design decisions.

- **Aligned**
  Promote the alignment of responsibility with accountability both locally and across the organization.

- **Logical**
  Use meaningful and fair key performance indicators (KPIs) to track actual progress against planned performance over a specified time.

- **Actionable**
  Focus on developing a budget model that is realistic to implement as well one that facilitates benchmarking.

- **Incentivized**
  Incorporate incentives which support creative academic entrepreneurial activity.

- **Risk-Tolerant**
  Enable budget stakeholders to take calculated risks and be rewarded for qualifiable or quantifiable returns.
A phased approach was used to understand the current resource allocation process, identify the future state vision, design the pro-forma budget model, and create the implementation plan to enable the design.

I. Current State Assessment & Visioning

Understand current processes, compare to leading practices, and define future budget Vision and Guiding Principles

II. Future State Design & Modeling

Inventory budget incentives and cost drivers and incorporate into a preliminary pro-forma budget model with an income statement (profit & loss) view for each unit

III. Implementation Planning

Identify implementation risks and dependencies to create a detailed project plan to use in operationalizing the Resource Allocation and Budget Model design
Phase I was completed over a timeframe of 14 working weeks using a combination of interviews, working sessions, and review sessions.

### Phase I: CS Assessment & FS Visioning
- Review Current State Processes and Data
- Conduct Current State Interviews and Workshop(s)
- Conduct Funds Flow and Cost Allocation Analysis
- Distribute Current State Assessment Survey
- Align on Future State Budget Redesign Vision, Guiding Principles, and Budget Design Alternative to be Developed in Phase II

### Phase II: FS Design & Modeling
- Define Master Data Table Mapping
- Build Preliminary Pro Forma P&L Budget Model
- Incorporate Preliminary Incentives and Cost Driver Assumptions into Model
- Conduct Future State Budget Design Working Sessions and Refine Models Based on Feedback
- Select Comprehensive Budget Model for Implementation

### Phase III: Implementation Planning
- Identify Risks and Dependencies
- Build High Level Implementation Workplan

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**Phase I Timeline**

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<tr>
<th>Activities</th>
<th>Week of</th>
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<tbody>
<tr>
<td>Phase I: CS Assessment &amp; FS Visioning</td>
<td>1/29</td>
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<tr>
<td>Review Current State Processes and Data</td>
<td>2/6</td>
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<tr>
<td>Conduct Current State Interviews and Workshop(s)</td>
<td>2/13</td>
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<tr>
<td>Conduct Funds Flow and Cost Allocation Analysis</td>
<td>2/20</td>
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<tr>
<td>Distribute Current State Assessment Survey</td>
<td>2/27</td>
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<tr>
<td>Align on Future State Budget Redesign Vision, Guiding Principles, and Budget Design Alternative to be Developed in Phase II</td>
<td>3/4</td>
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<tr>
<td>Phase II: FS Design &amp; Modeling</td>
<td>3/11</td>
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<tr>
<td>Define Master Data Table Mapping</td>
<td>4/18</td>
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<tr>
<td>Build Preliminary Pro Forma P&amp;L Budget Model</td>
<td>5/25</td>
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<tr>
<td>Incorporate Preliminary Incentives and Cost Driver Assumptions into Model</td>
<td>6/22</td>
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<tr>
<td>Conduct Future State Budget Design Working Sessions and Refine Models Based on Feedback</td>
<td>7/19</td>
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<tr>
<td>Select Comprehensive Budget Model for Implementation</td>
<td>8/16</td>
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<tr>
<td>Phase III: Implementation Planning</td>
<td>9/13</td>
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<tr>
<td>Identify Risks and Dependencies</td>
<td>10/10</td>
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<tr>
<td>Build High Level Implementation Workplan</td>
<td>11/17</td>
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**UCR Leadership Retreat**

### Milestones
- Phase Duration
- Activity Duration
- Blackout Dates
- Milestone
As a result of Phase I, 18 initiatives were identified and sequenced on an implementation roadmap with the goal of readying UCR to deploy the Resource Allocation Model in FY2015-16 and the redesigned End-to-End Budget Process in FY2016-17.

7 of the 18 initiatives identified during Phase I are kicking off in Phase II with the following objectives in mind:

- Refine the budget financial model, document all assumptions and changes, and transfer ownership of the model to identified UCR staff.
- Develop a comprehensive manual to include budget redesign project background, budget model design decisions, and all other related information.
- Rationalize the volume and complexity of recharge activities and develop service level agreements (SLAs) for identified providers to define/standardize the level of service provided.
- Develop documentation for identified business process changes to support the optimization of foundational revenue and cost allocation processes.
- Automate revenue and cost allocation transactions to enable the allocation model go-live.
- Implement business intelligence tool to provide insight into business operations and recognize synergies process optimization efforts.
- Socialize and validate the key budget model design decisions with budget stakeholders and document additional key implementation considerations.