March 18, 2011

To: Chancellor White

Fm: Mary Gauvain, Chair
Academic Senate

Re: Academic Senate Recommendations Regarding the Budget Crisis in Relation to the Academic Missions of the Campus

In the Principles proposed by the Academic Senate on February 8, 2011 regarding fiscal decision making during the budget crisis (senate.ucr.edu/uploads/budget_doc/Senate%20Budget%20Principles.pdf), Principle 2 states that all University units and functions should be examined in relation to the core missions of teaching and research. Based on this Principle, the Executive Council (EC) of the Academic Senate discussed potential actions as a means of dealing with the current budget situation on the campus. Based on these discussions, the EC recommends the following actions. Please note that some recommendations pertain to cuts and some to revenue generation.

In addition to these recommendations, the Academic Senate, in the form of the Chair’s Ad hoc Committee on Academic Planning, has embarked on a detailed examination of the academic mission and activities of the campus in the context of the current budget climate. The report of this Ad hoc committee will be presented at the May 24, 2011 meeting of the Division of the Academic Senate.
ACADEMIC SENATE RECOMMENDATIONS REGARDING THE BUDGET CRISIS IN RELATION TO THE ACADEMIC MISSIONS OF THE CAMPUS

**Instructional Mission:**

- Reduce the cost of preparatory education by charging students extra to take these classes or requiring students to take these courses elsewhere
- Delay holistic review in undergraduate admissions
- Hire temporary lecturers in impacted areas providing that quality of instruction is maintained
- Enroll more non-resident and international undergraduate students
- Increase student enrollment in areas where there is potential to raise revenue, e.g., the teacher credential program or increasing summer session enrollments
- Require that a percentage of revenue generated by self-supporting programs be returned to the general fund
- Support the efforts of faculty to develop self-supporting masters programs and work with the Academic Senate in expediting the approval process of these programs
- Create a Task Force to investigate how to make the Palm Desert Campus a revenue generating unit of the campus
- Encourage faculty retirements by exploring avenues for implementing phased retirements

**Research Mission:**

- Conduct a cost/benefit analysis of the Offices of Research, Technology Transfer, and Advancement to determine their contribution to the research mission of the campus
- Evaluate and reduce compliance regulations
- Review the 2009 Senate-Administration Subcommittee report on upper level management (SMG and MSP) with an eye toward budget reduction
- Institute random (as opposed to comprehensive) audits

**Cost Reductions in Nonessential Services:**

- Streamline the administration and middle management staff in units that do not directly contribute to the instruction and research missions
- Freeze hiring in areas not critical to teaching and research
- Cut or outsource the functions of nonteaching, non-research cost centers, including regular campus maintenance (e.g., painting, landscaping)
- Cut nonessential staff in the student affairs office
- Cut printing costs that are charged to 19900 fund sources, including high-end brochures and reports