Proposal from the Academic Senate Regarding Fiscal Decision-Making
During the Budget Crisis:
Realigning UCR to Meet its Core Missions
February 8, 2011

In this financial crisis, the core teaching and research missions of the University must be
protected to insure that we do not lose all that we have accomplished since the campus was
established 57 years ago. To this end, the Academic Senate proposes that the following five
principles be used as guides for fiscal decision-making during the budget crisis.

**Principle 1: The University should protect all tenured and tenure-track faculty positions.** It is the faculty who delivers the instruction and conducts the research that enables the University to meet its core missions. The very missions of the university would therefore be compromised if ladder-rank faculty were at risk of losing their appointments or subject once again to salary cuts that would likely cause faculty attrition. People may be loyal through one furlough, but a second will likely have a larger impact.

**Principle 2: All University units and functions should be examined in relation to the core missions of teaching and research.** A clear and transparent method of evaluating the contributions and costs of each campus unit in relation to the core missions of the University needs to be established and used in decision making.

**Principle 3: Changes to the campus due to the budget crisis should lead to a sustainable and progressive fiscal plan for the University.** In the short term we must meet the 2011-12 budget shortfall in a responsible fashion in order to stay afloat. However, all campus decisions must be examined in relation to the long-term goals of the University. It is imperative to install fiscal practices that get the campus on a sustainable budgetary path in order to be able to meet the aspirations of the campus as articulated in the Strategic Plan.

**Principle 4: Shared governance is a valued institution of the University of California and must be maintained and strengthened during the budget crisis.** In addition to its regular role in the academic matters of the campus, the Academic Senate should be involved in all significant campus fiscal decisions. This involvement insures that the core missions of the campus are protected and advanced in these decisions. Furthermore, part ownership of decisions results in better buy-in to necessary outcomes. The recently established Budget Advisory Council that includes standing members of the Academic Senate is a positive step in this direction.

**Principle 5: Transparency in decision making is essential.** In order for the campus to engage meaningfully in fiscal decision making, the budget along with the budgeting process and pending budgetary and campus decisions need to be open to review by the main stakeholders and, most importantly, this information should be available in a timely, accessible, and comprehensible form.