



UCMERCED

Memorandum

To: Deans,
Vice Chancellors

From: Keith Alley, EVC/Provost
Mary Miller, VCA

Re: 2012-13 Budget 'CALL'

Handwritten signatures of Keith Alley and Mary Miller in blue ink.

Date: January 17, 2012

This letter officially launches the budget planning and resource allocation process for 2012-13 academic year.

Continuation of the Memorandum of Understanding signed by the Office of the President along with the strong commitment from President Yudof to hold UC Merced harmless in light of the significant cuts to UC's general fund budget provide a reasonably stable context for our financial planning efforts in the 2012-13 fiscal year. We expect to receive enrollment growth support from the Office of the President as part of the continuation of the MOU. Although the growth scenario outlined in the MOU is 600 students over the base, we have already attained the enrollment numbers outlined for the three years of the agreement. The rapid growth in the past couple of years has clearly strained personnel and facilities. In this regard, we will reduce the growth rate to 400 new students in the coming academic year, bringing the total enrollment for the campus to approximately 5,600 students. The new funding based on the projected enrollment growth must support all new actions, recruitments of faculty and staff, and critical core commitments, as well as the full range of instructional needs.

This year will mark a significant change in the budgeting process from the incremental development of campus units to a more strategic approach based on a set of six fundamental priorities that are intended to move the campus to the next level of achievement in each of its missions. These principles include the following:

STRATEGIC FUNDING PRIORITIES

1. Building Critical Research Infrastructure

Requests in this priority category should explain how the funds requested will build the research infrastructure (either centrally or in the schools) and also describe intended outcomes and how these will be measured. In the case of core facility requests it should include a plan for the operation and maintenance of the facility.

2. Strengthening Interdisciplinary Research

Requests in this category should explain how the funds requested will be used to build or strengthen interdisciplinary research capabilities at UC Merced and also describe the intended outcomes and how these outcomes will be measured with objective metrics.

3. Enhancing Student Academic Support/Improving Student Success & Retention

Requests in this priority category should describe the academic support need(s) for graduate or undergraduate students that the funds requested will address, the intended outcomes, and the measures that will be used to determine if intended outcomes have been achieved.

4. Addressing Faculty or Staff Retention Challenges

Requests in this priority category should respond to faculty and staff retention challenges and can include staff training and professional development. Request should describe intended outcomes and the measures that will be used to determine if the outcomes have been achieved.

5. Improving Operational Efficiency or Effectiveness

Requests in this priority category should explain how the funds requested will provide significant improvements in operational efficiency or effectiveness. The intended outcomes and success measures must be included in the request.

6. Ensuring Campus Safety or Compliance with State and Federal laws and regulations

Requests in this priority category should delineate specific safety or compliance challenge(s) that UC Merced currently faces, explain how the requested funds will address the challenge(s), and describe how intended outcomes will be measured.

EXPECTATIONS

As in the past, requests can be for one-time funding, permanent funding, or for limited multi-year funding with a target date for financial self-sufficiency.

All requests should be supported by appropriate data and analysis.

The outcomes to be achieved with the funds must be clearly stated along with appropriate outcome measures.

Requests from Divisions and Schools must be ranked in order of priority.

No more than five (5) requests from a Division or School will be accepted. No more than one (1) request from institutes or centers will be accepted and these will be ranked in priority order by the Vice Chancellor for Research.

Requests responsive to critical needs that cut across Schools or Divisions are encouraged. These can be separate from the five requests and will be ranked in priority order by the Chancellor.

Request must be made using a standard template.

Approved funding must be used for the specific purposes for which funds are allocated.

BUDGET COMMITTEE REVIEW

The Budget Committee will be composed of the Deans, all Vice Chancellors, the Chair of the Academic senate and the Chair of CAPRA, a representative from Staff Assembly and undergraduate and Graduate student representative. The committee will rank requests into three tiers and provide a brief, written rationale for each ranking.

Tier One: Compelling need and strong potential for significant impact

Tier Two: Compelling need and moderate potential for significant impact

Tier Three: Less compelling need or less clear potential for significant impact

Members of the committee cannot vote on their own proposals.

Your budget templates will be sent shortly under separate cover. Your narratives and revised templates are due March 7, 2011. The Budget Office will prepare summaries for the Campus Budget Committee to review and consider before budget hearings are scheduled with the unit heads in early spring (targeting the month of April for budget hearings). This is your opportunity to present your request and to emphasize how your needs align with the campus funding principles.

Requests for enhanced funding for instructional needs for the three Schools will be requested separately. Schools will be sent a template to use to submit all instructional needs (delivery of instruction, teaching assistants, lecturers, course materials, etc.). The base funding for instructional needs will be confirmed for each School, so that the EVC/Provost and the Committee can understand the full range of anticipated costs associated with expected and projected enrollment growth.

Please submit all materials electronically to the Budget Office via budget@ucmerced.edu. The Budget Office will work with you and discuss any concerns you have regarding funding levels. Assistant Director Perez and Senior Analyst Atkins will be scheduling meetings with your budget officer in order to be available for discussions and questions before your final submittal is made. These will be scheduled individually. In the meantime, please feel free to contact Director Jefferds at extension 4632 with any questions or issues.

cc: Dorothy Leland, Chancellor
Budget Director Jefferds