Chairs' & Center Directors' Meeting Minutes

Date:	March 7, 2016
Location:	WCH – Room 443
Attendees:	Reza Abbaschian Maria Anguiano Guillermo Aguilar Alex Balandin Matt Barth Bir Bhanu Mitch Boretz Marek Chrobak Jay Farrell Stephanie Flores Robert Haddon Matt Hull Pat Hartney Nosang Myung Walid Najjar Masa Rao (for Ashok Mulchandani) Ravi Kambiz Vafai
Absent:	Ashok Mulchandani Akula Venkatram Sharon Walker Albert Wang

1. Welcome and call for agenda items – Reza

No items were added to the agenda. Reza welcomed Maria Anguiano, Matt Hull and Stephanie Flores from UCR's Financial Planning and Analysis Office.

2. Approval of minutes – Pat

The revised minutes of the February 22, 2016 meeting were unanimously approved.

3. Budget Model – Maria Anguiano

Maria, Matt and Stephanie gave a presentation on UCR's new budget model including cost pools and Service Level Agreements (SLAs). Important points discussed during this presentation were:

- Tuition revenue for each academic unit is generated from 60% workload, 20% major headcount and 20% performance (1st year retention; 4-year graduation). An academic org is given the graduation credit for a student that left the org but graduated in another UCR org.
- BCOE's share of the additional freshmen being admitted by UCR this year is estimated to be $335K (for 28 new BCOE freshmen). Additional BCOE freshmen would generate additional revenue at the same rate.

- Academic orgs receive 100% of graduate student tuition revenue. The Grad Division still provides grad student fellowship funding but NRT will no longer be included (or charged for most grad students). Policies regarding grad student funding will be reviewed by campus during FY16-17.
- 5% of all contract and grant indirect cost recovery (ICR) will be allocated to PI's. This amount should provide approximately twice the amount available to PIs under BCOE's previous ICR allocation policy.
- 10% of all contract and grant ICR will be allocated to the department where the indirect costs were generated.
- It was suggested by Chairs that additional ICR incentives be considered such as an increase in percentage of ICR return to orgs after reaching prescribed thresholds.
- BCOE's PhD Reward Program is being suspended until the impact of the campus' new budget model is known.
- The new budget model includes elimination of most internal recharge transactions. Most services from Physical Plant, EH&S, C&C, etc. will be provided at no direct charge to units.
- The Chairs/Directors voiced concerns about how service providers will provide responsive service if they will no longer be paid directly by units. Maria and Matt responded that the SLA Governance Committee is charged with reviewing service providers' actual (financial and qualitative) performance each year. This review will include feedback from customers. UCR is purchasing survey services from UCSD to assist in this process. The data from UCSD will include objective survey analysis and metrics. UCR's SLA Governance Committee includes two Deans (Smith and Pena) and three CFAOs (Vogel-Farias, Sharp-Aten and Ruiz) along with VC Sandoval and the Chair of the Academic Senate.
- All Strategic Investment Fund (SIF) proposals from an academic org will need to be prioritized by the Dean.
- The Budget Office is planning to provide a list of SIF funded projects at the end of each fiscal year and will consider providing quarterly lists of these projects on its website. It was stressed by BCOE that knowing which projects are being funded is important information for future proposals.
- The Chairs and Directors voiced concerns about the impact of the new budget model on BCOE. Maria offered to attend a future Chairs/Directors meeting to review these impacts.

4. Budget Metrics – Pat

Pat distributed the latest list of BCOE suggested metrics and Key Performance Indicators (KPIs). 5-10 metrics and KPIs need to be included in BCOE's budget submission (due on March 10th). Pat asked for final feedback and suggestions. Input included adding Fellows as a Percentage of Faculty; Chaired Professorships as a Percentage of Faculty; and Publications or Citations per Ladder Rank Faculty. Pat indicated that we should be able to obtain this information for BCOE faculty but comparison data for other academic units or institutions may be hard to obtain.

5. Other Topics/New Items

Jay stated that the projectors in WCH 205/206 and Bourns A265 are frequently not working properly. Pat will look into this problem.

Due to time constraints, all other topics were postponed to the next Chairs/Directors Meeting.

APPENDIX 1

UNIVERSITY OF CALIFORNIA
UC RIVERSIDE
BOURNS COLLEGE OF ENGINEERING

Chairs' & Center Directors' Meeting

March 7, 2016

Agenda

Winston Chung Hall – Room 443

1.	Welcome - Request for Agenda Items from the Floor	Reza
2.	Approval of Minutes from February 22, 2016 Meeting	Pat
3.	Budget Model	Maria Anguiano
4.	Budget Metrics	Pat
5.	Departmental Updates	Chairs/Directors
6.	Undergraduate Education	Sharon
7.	Graduate Education	Ravi
8.	Other topics/New Items	

Please note next meeting will be on: Monday, March 21, 2016

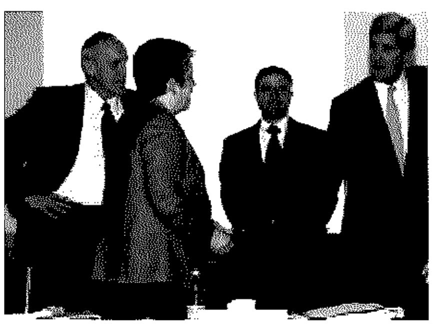
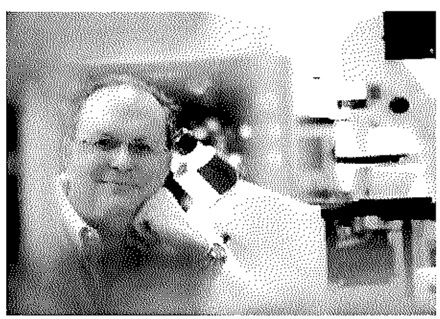
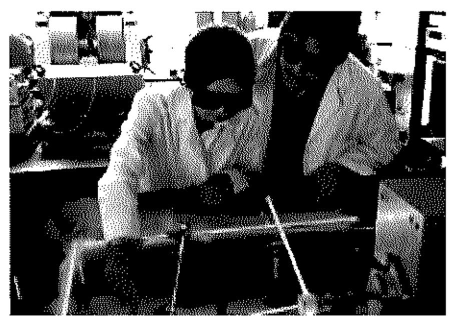
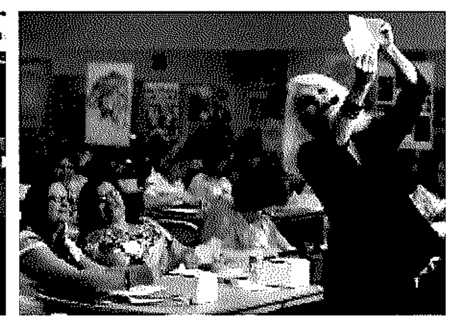
Future Meeting Dates

2015	2016
~~Monday, September 28~~	~~Monday, January 11~~
~~Monday, October 12~~	~~Monday, January 25~~
~~Monday, October 26~~	~~Monday, February 8~~
~~***Friday***, November 6~~	~~Monday, February 22~~
~~Monday, November 23~~	~~Monday, March 7~~
~~Monday, December 7~~	Monday, March 21
	Monday, April 4
	Monday, April 18
	Monday, May 2
	Monday, May 16
	Monday, June 6
	Monday, June 20
	Friday, July 1

UCR

Budget Model Cost Pools and SLA Update Meeting

December 2015

Agenda

1. Budget Redesign Process
2. Tuition Allocation Methodology
3. F&A Faculty Reimbursement
4. Budget Model Cost Pools
5. Service Level Agreements
6. SLA Governance Committee
7. Strategic Investment Fund (SIF)
8. Cognos Project Update

Budget Redesign Process

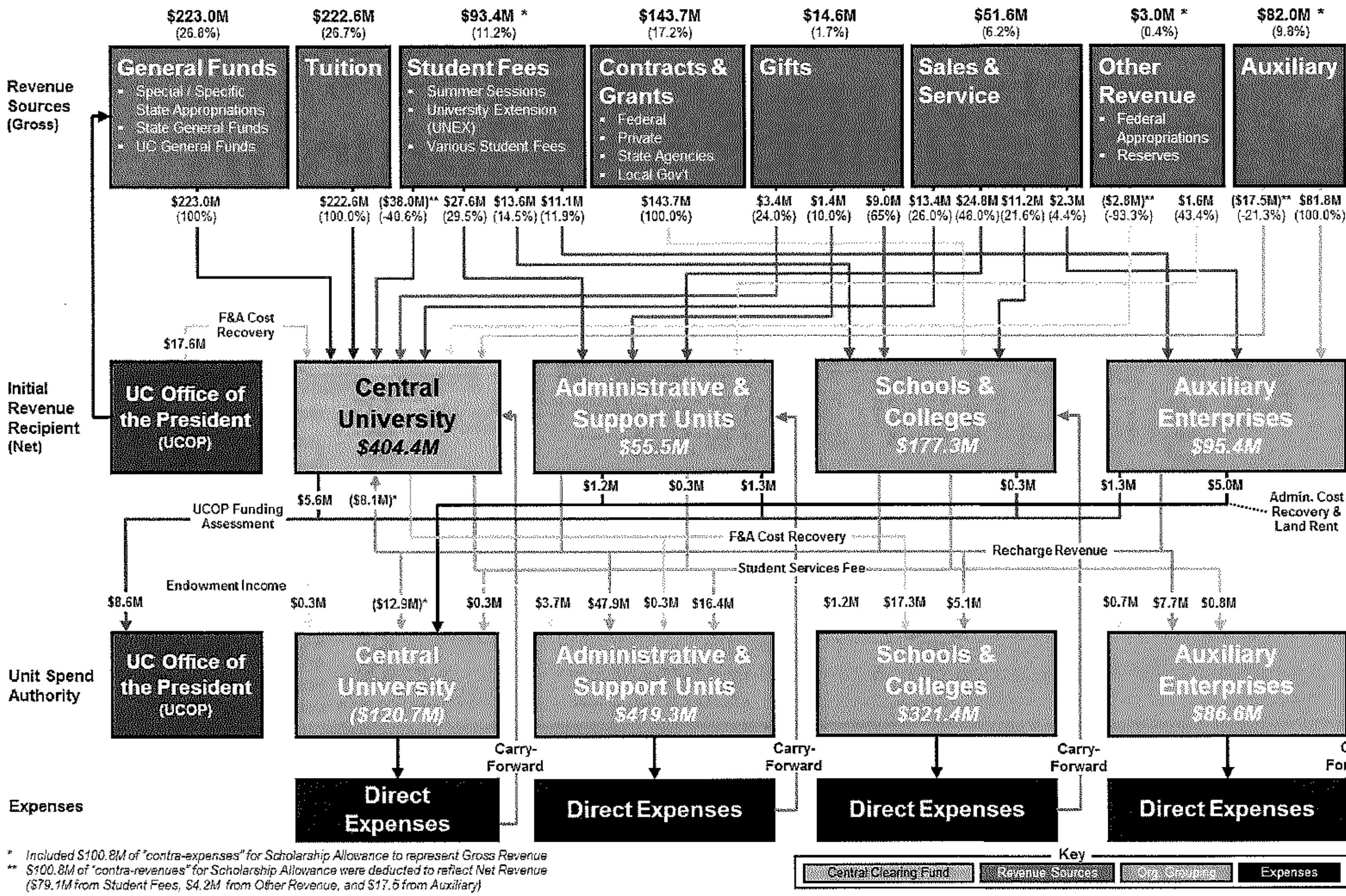
UCR is migrating to a more performance and incentive-based budget model in order to align resource allocations with our strategic goals and drive transformation

What did we do?

- ✓ Assessed and evaluated our current resource allocation process;
- ✓ Reviewed national leading practices for resource allocation in higher education;
- ✓ Created a pro-forma budget model
- ✓ Developed a plan to aid UCR in implementing an Incentive-Based Resource Allocation and Budget Model

When asked to describe the current Budget process, an audience of faculty & staff said that the process is…

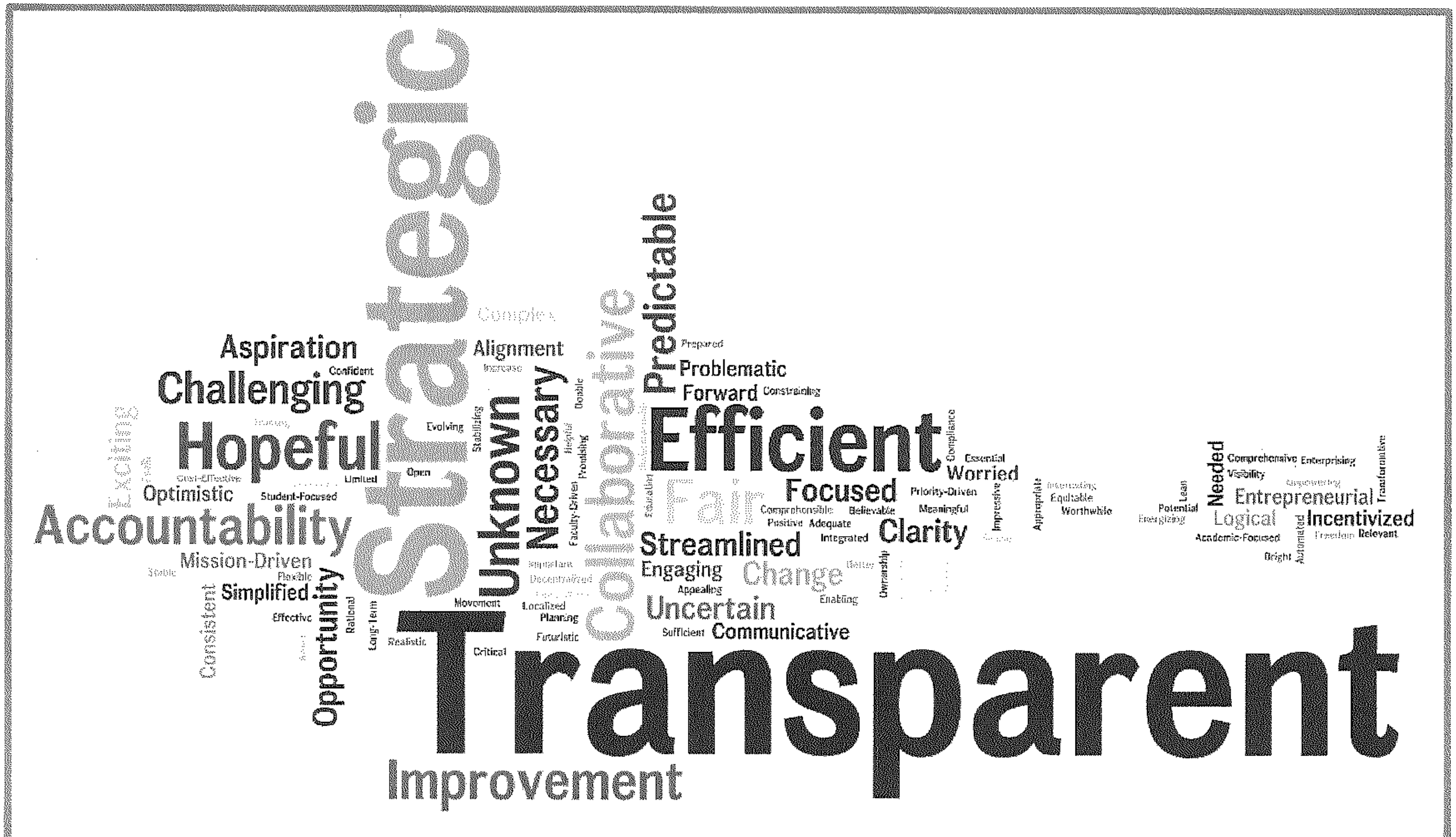
To no surprise, the Current Funds Flow required a "secret decoder ring" to understand



* Included $100.8M of "contra-expenses" for Scholarship Allowance to represent Gross Revenue

** $100.8M of "contra-revenues" for Scholarship Allowance were deducted to reflect Net Revenue ($79.1M from Student Fees, $4.2M from Other Revenue, and $17.5 from Auxiliary)

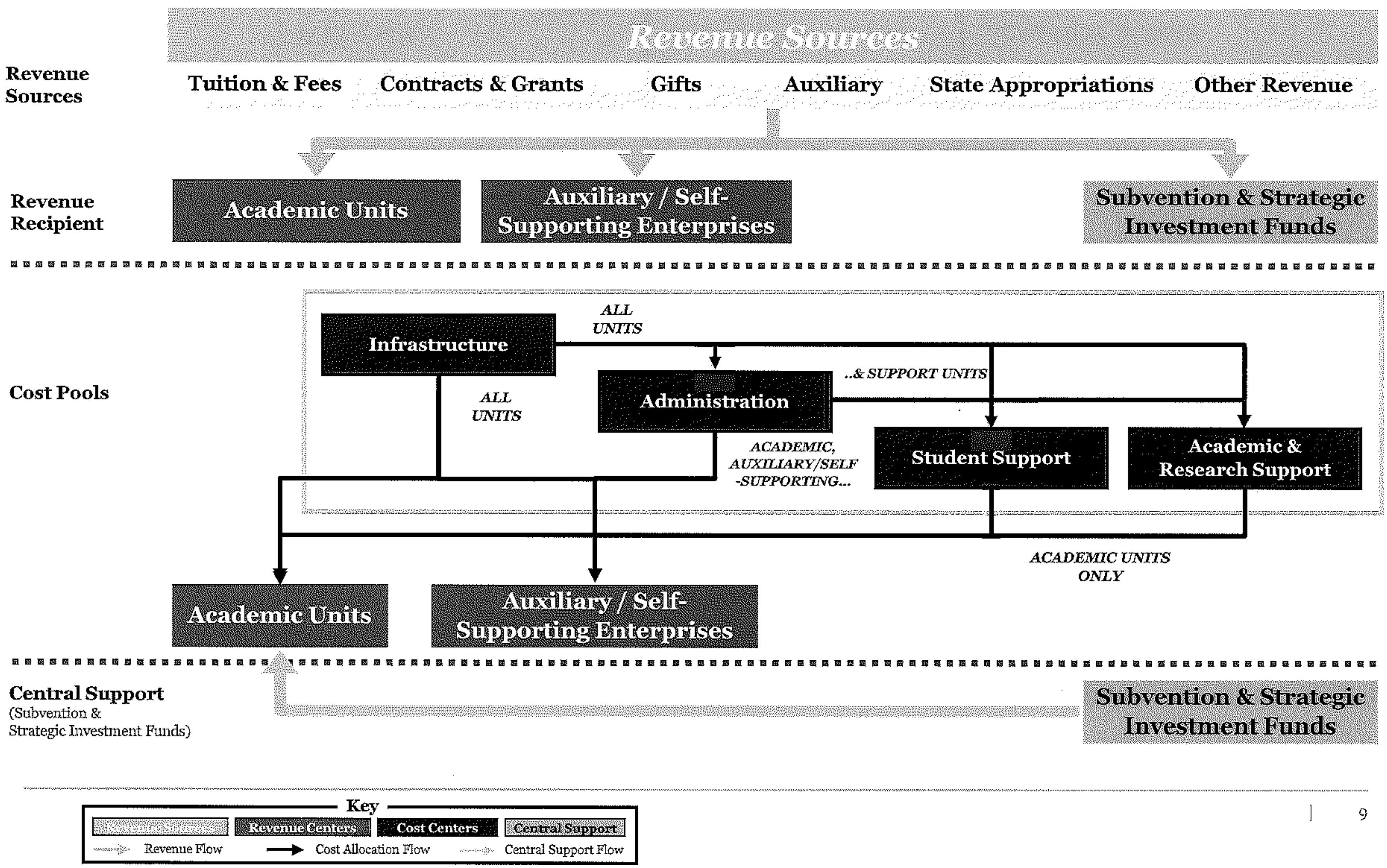
When faculty & staff were asked to describe what came to mind for a future budget process…



Linking Guiding Principles to Design

PRINCIPLE	DESIGN
1 Transparent	Ability for campus to understand flows of revenue and use of resources
2 Incentivized	Tuition will be distributed based on performance (student credit hours, majors, graduation rate)
3 Strategic	Create Strategic Investment Fund
4 Risk Tolerant	Reward entrepreneurial behavior by department/unit (e.g., expanding masters degrees)
5 Logical	Costs decentralized to benefiting units (rent charge and utility charge)

Streamlined approach resulting in a clearer and more transparent view into the institution's resource use



Budget Model Categories

Revenue Generators

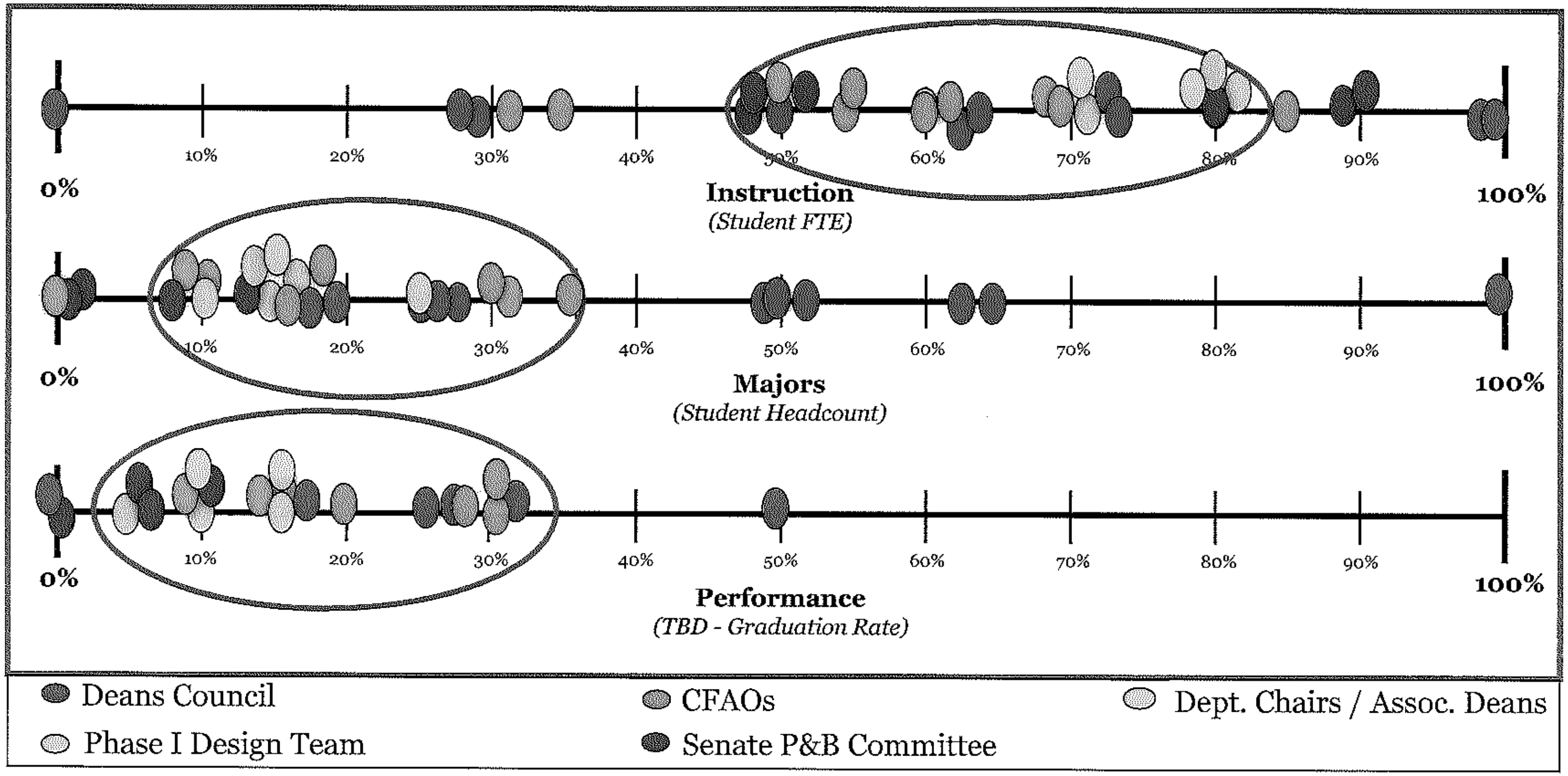
Academic Units		Auxiliary/Self-Supporting	
BCOE	SPP	Athletics	BAS - Housing/Dining
CHASS	VPUE - English Writing	UNEX	BAS - UCR Card
CNAS/OR	VPUE - Summer Session	Palm Desert	P&B - Faculty Housing
GSOE		BAS - Bookstore	VCSA - HUB
SOBA		BAS - Child Dev Ctr	VCSA - Health Center
SOM		BAS - TAPS	VCSA - Rec Center

Cost Pools

Infrastructure	Administration	Student Support	Acad & Research Support
C&C	BAS - HR	Graduate Division	Academic Senate
BAS - Physical Plant	BAS – Accounting (BFS)	Student Affairs	Library
BAS - Police	BAS - All Others		VCUA
	Planning & Budget		Research & Econ Dev
	Chancellor/EVC		VP Units (VPUE, VPIA, AP)

Campus Budget Model: Tuition Allocation Methodology

Tuition Allocation Weighting Discussion Output



Identified Clusters:

Instruction: 50 – 80%

Majors: 10 – 30 %

Performance: 10 – 30%

What We Picked:

Instruction: 60 %

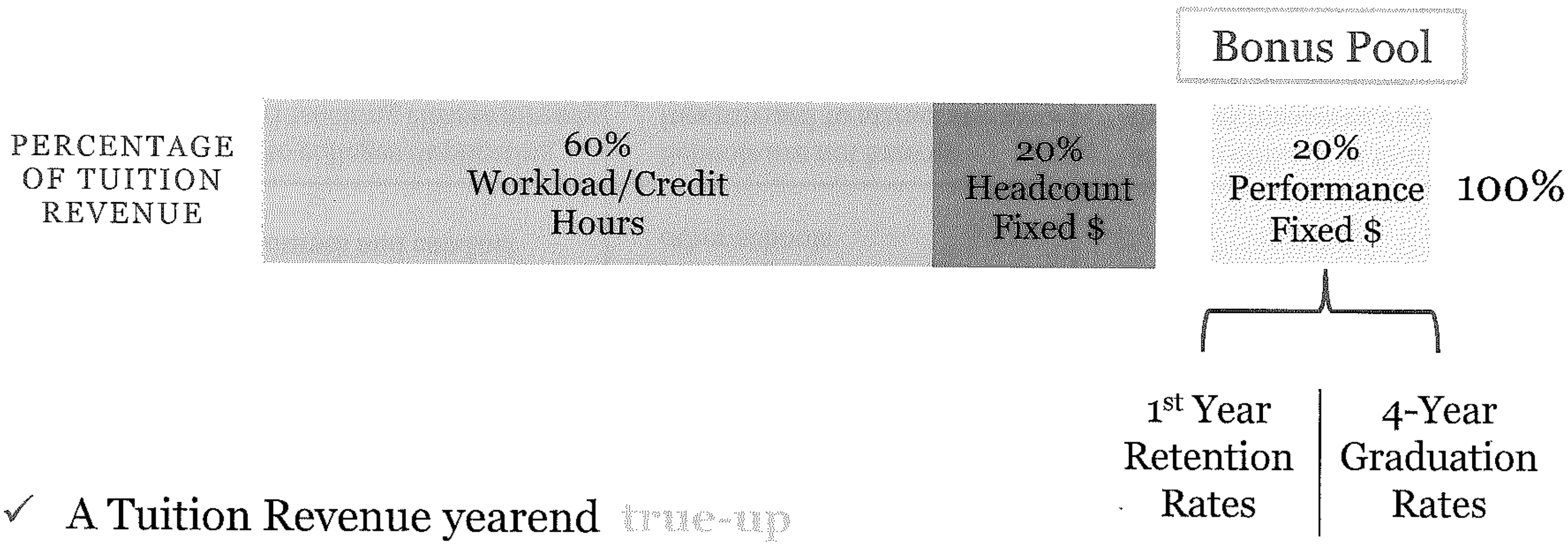
Majors: 20%

Performance: 20%

Tuition Allocation: Benefits & Considerations

	Instruction (High Weighting – ~60-80%)	Majors (Low Weighting – ~10-30%)	Performance (Low Weighting – ~5-25%)
BENEFITS	• Is the best surrogate for true cost of providing instruction and enables schools with heavy teaching loads more options in allocating resources • Enables larger lower division classes which allows students to fulfill general education course requirements faster • Creates opportunities for post-docs and TAs to teach lower division courses, allowing faculty to teach more complex, upper division courses and conduct research	• Provides an incentive for schools to offer quality advising to retain majors, thus also improving graduation rates • Promotes competency in students and quality of education within majors • Results in a manageable number of students in each major to focus on and improve • Low weighting prevents poaching of students from other schools	• Optimizes the "appropriate" teaching of courses, availability/timing of courses, and space utilization • Using Performance as a factor promotes student success as outlined in UCR 2020 • Low weighting prevents a major decrease in quality of education simply to graduate students
CONSIDERATIONS	• May lead to colleges duplicating efforts and teaching classes already existing elsewhere • Larger classes may lead to a decrease in quality of education provided	• Schools are not heavily incentivized to attract students to enroll in the school's majors • May not provide enough resources to cover advising in schools with higher major enrollment-to-instruction ratios	• May be difficult to find a metric that best measures Performance equitably across all schools and colleges • Increased selectivity may impact student demographics and cause a shift away from UCR's strategic goal of promoting diversity

Tuition Revenue Calculation



- ✓ A Tuition Revenue yearend true-up will occur based on actual workload.
- ✓ Workload will be calculated using Spring, Fall, and Winter quarter data to establish 7/1 Budgets.

Hold-harmless Period

School XX
Hypothetical Sample*
Revenue Generator

	Old Model	New Model
Provost Budget	$58 M	$0
Total Tuition Revenue	$0	$38 M
Direct Revenue	Open	Open
Direct Expenses	$54 M	$54 M
Indirect Expenses	$0	$24 M
Net	$4 M	$-40 M
Subvention	$0	$44 M
Carry Forward	$4 M	$4 M

*2013-2014 Actuals used in the model shown above

UG Tuition Allocation Scenario Analysis

UG 2014-2015 Data	CHASS	BCOE	SOBA	CNAS
UG Headcount Major	10,050	2,235	1,048	4,699
	X	X	X	X
Tuition Revenue for Headcount Major	$1,073	$1,073	$1,073	$1,073

**$1,073 Per Student based on 2014-2015 UG Headcount Major*

Scenario 1 – Proportionate Growth of 1,000 Students	CHASS	BCOE	SOBA	CNAS
Headcount Majors Change	557	124	58	261
Additional Tuition Revenue	$597,661	$133,052	$62,234	$280,053

Scenario 2 – Disproportionate Growth of 1,000 students	CHASS	BCOE	SOBA	CNAS
Headcount Majors Change	610	175	35	180
Additional Tuition Revenue	$654,530	$187,775	$37,555	$193,140

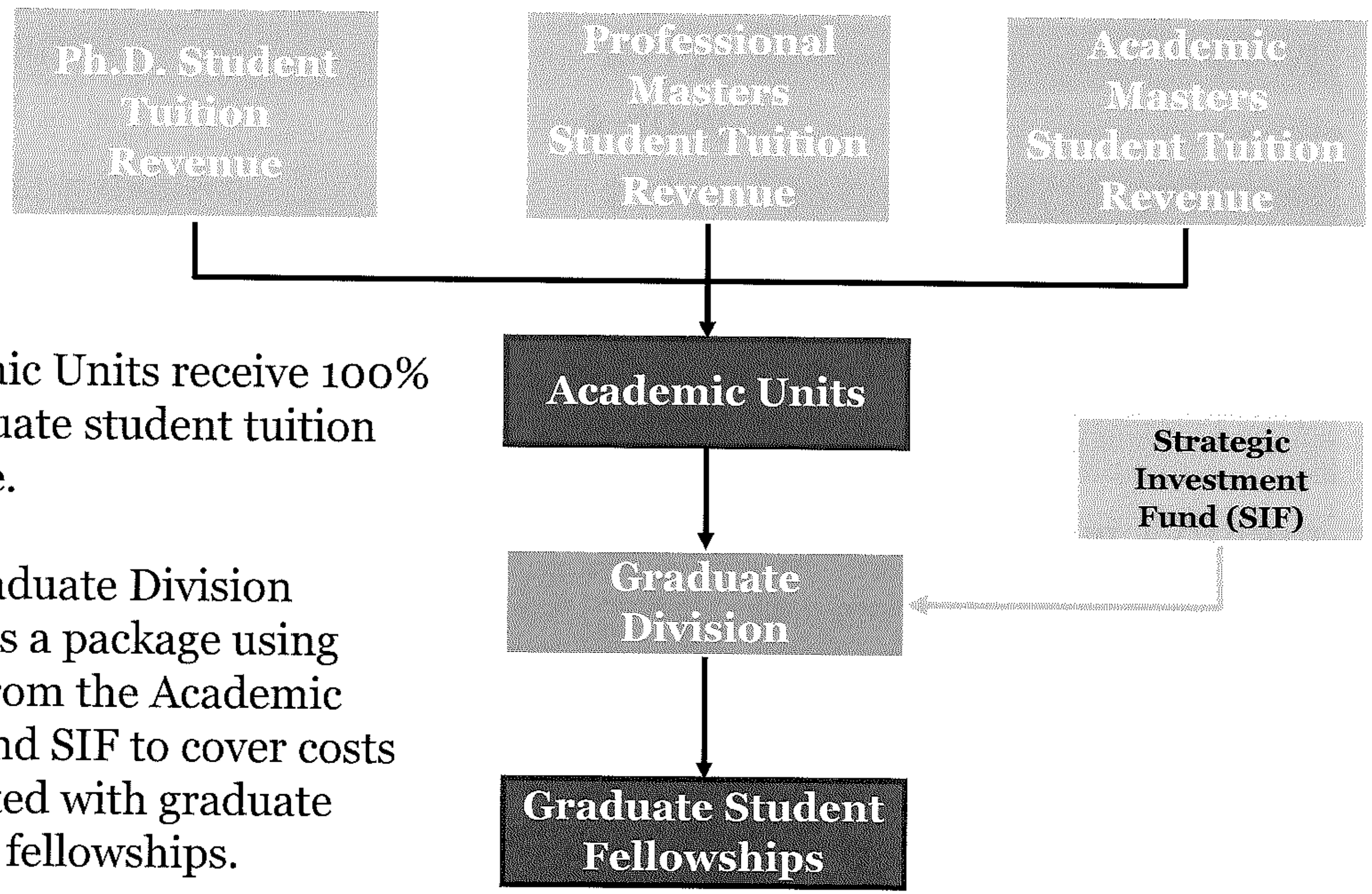
So What Is My Budget for 2016-2017?

School XX
Hypothetical Sample*
Revenue Generator

	2015-2016	2016-2017
Provost Budget	$0	$0
Total Tuition Revenue	$38 M	$38M + Growth
Direct Revenue (Course Fees, etc.)	Open	Open
Direct Expenses	$54 M	$54M +/- Changes
Indirect Expenses	$24 M	$24M + SLA Cost Increases
Net	$-40 M	Open
Subvention	$44 M	$44M
SIF	-	Open
Cluster Hires	-	Open
Carry Forward	$4 M	Open

*2013-2014 Actuals used in the model shown above

Graduate Student Tuition Allocation



Academic Units receive 100% of graduate student tuition revenue.

The Graduate Division allocates a package using funds from the Academic Units and SIF to cover costs associated with graduate student fellowships.

Budget Model is managed through COGNOS reports

School XX
Hypothetical Sample*
Revenue Generator

COGNOS Reports	New Model
Provost Budget	$0
Total Tuition Revenue	**$38 M**
Direct Revenue	Open
Direct Expenses	$54 M
Indirect Expenses	**$24 M**
Net	$-40 M
Subvention	**$44 M**
Carry Forward	$4 M

General Ledger

Budget appears under General Fund 19900

*2013-2014 Actuals used in the model shown above

F&A Faculty Reimbursement

F&A is indirect cost recovery from the granting agency

FY2016-17 UCR F&A Dispersal

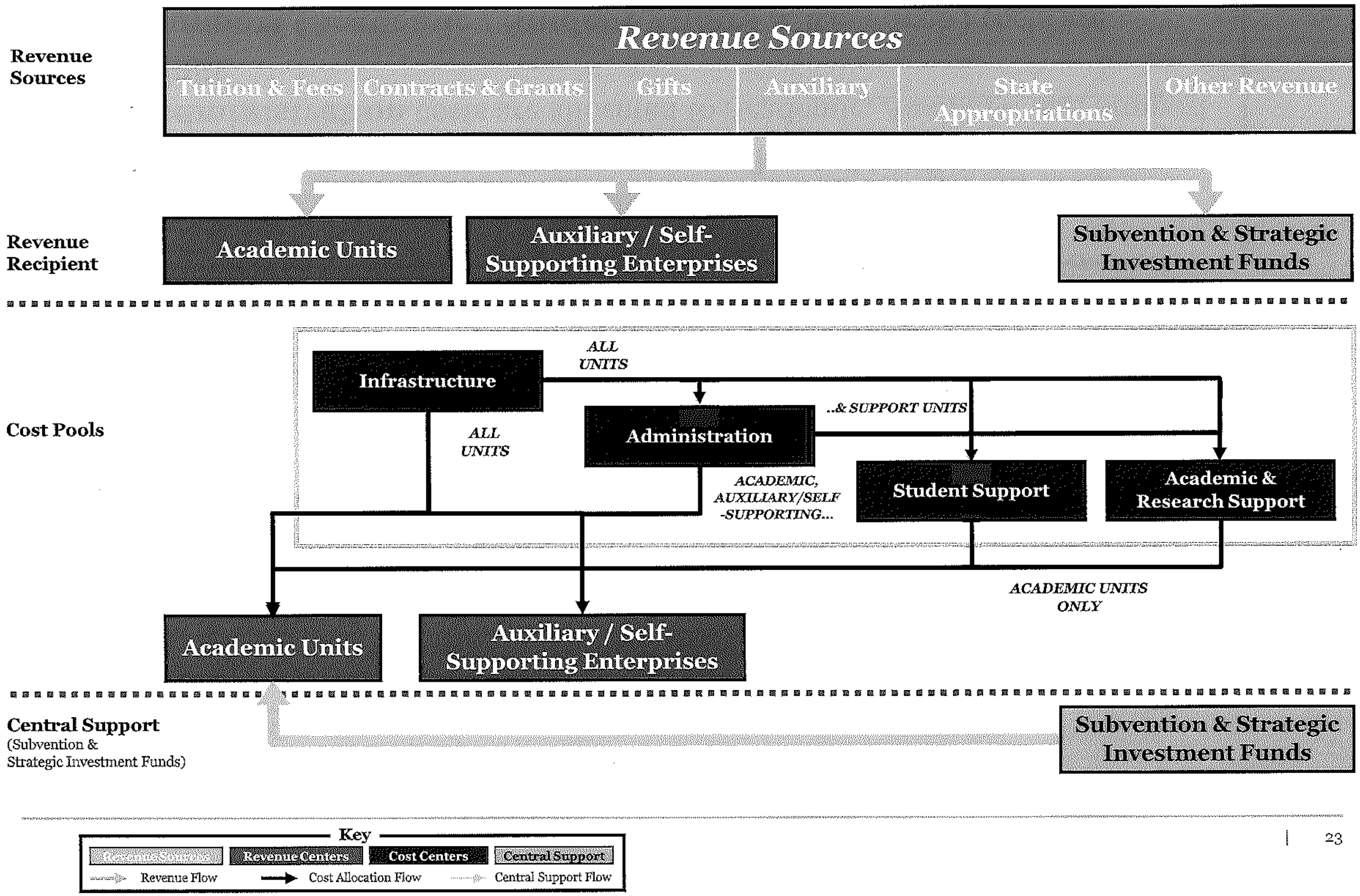
- **5 % PI**
- Department
- VCRED
- College
- Campus SIF

✓ Recognition of PI's efforts to perform research

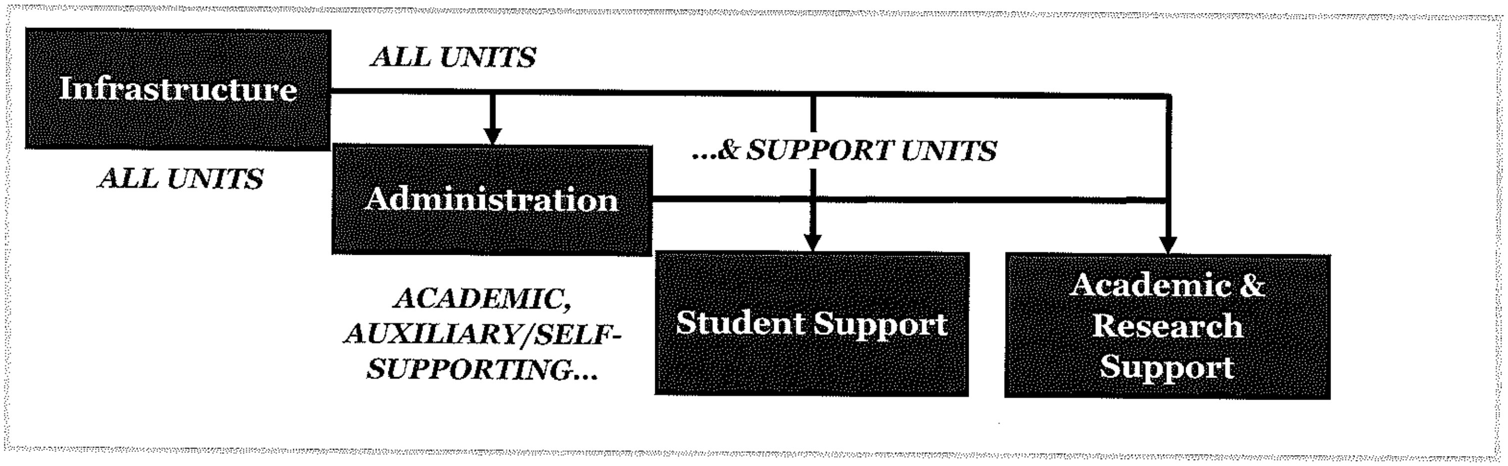
✓ Redirection of existing revenue, not new revenue

Cost Pools

New Campus Budget Model



Moving to Cost Pools and Cost Allocations

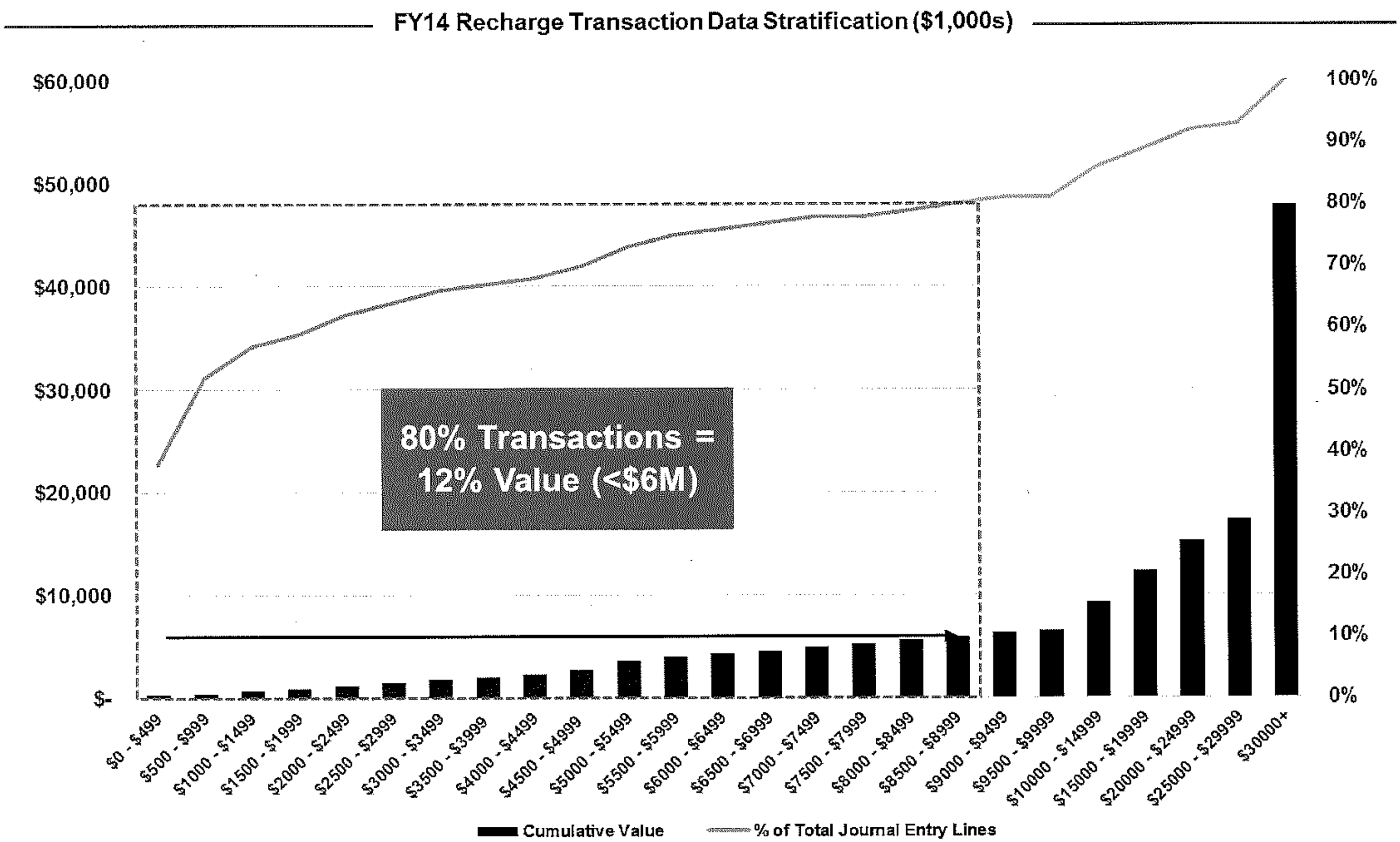


<u>**Step-Down Allocation Methodology**</u>

- **Infrastructure Operations** costs are allocated to <u>*all units*</u>
- **Administration** costs are allocated to <u>Academic, Auxiliary, and Support Units</u>
- **Support (Academic / Student Affairs & Research)** costs are allocated to <u>Academic Units Only</u>

Recharge Rationalization & Activity

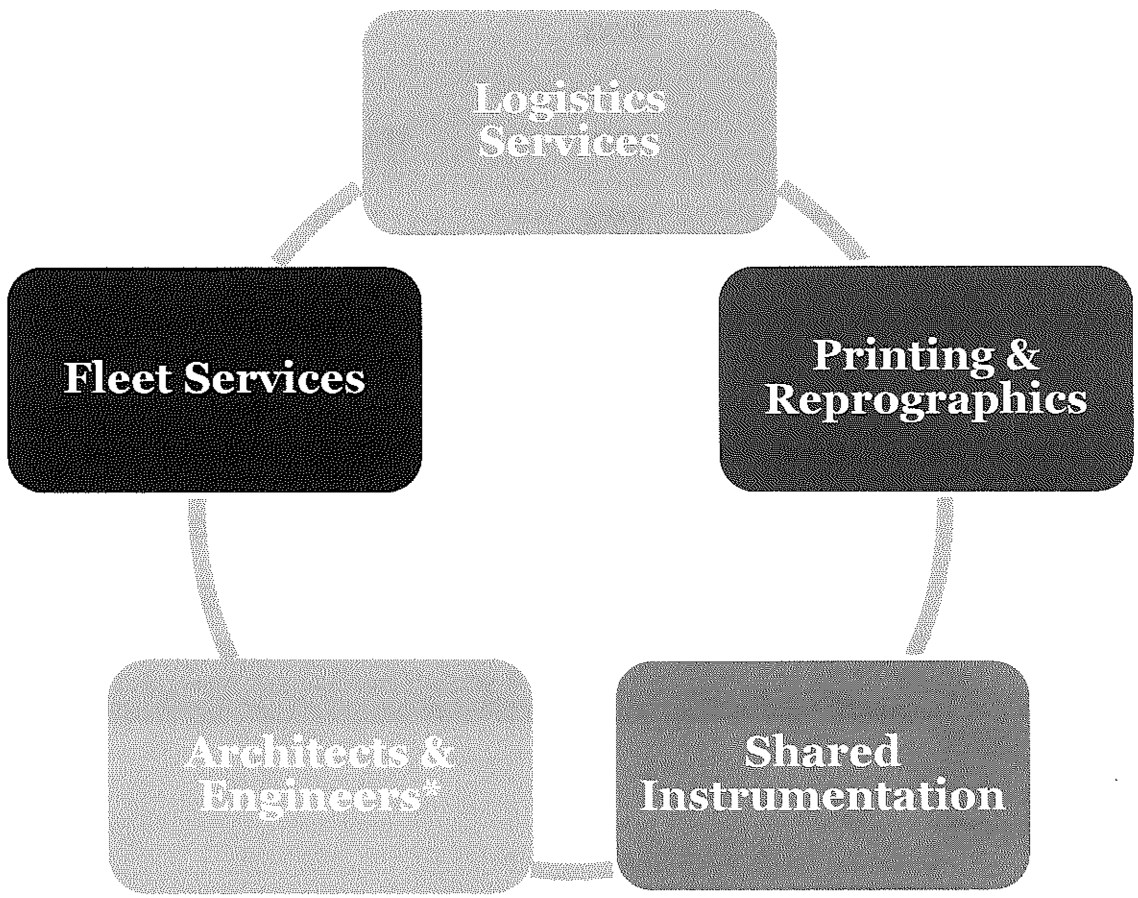
Goal: Eliminate 90% of recharge transactions



Changes to Recharge Funding

- ✓ Recharge funding will be moved or built into Service Providers' base budgets
- ✓ Funding calculations were based on a **three-year average adjusted** to remove large anomalies (e.g., SIS Implementation).
- ✓ Discussions were held with each dean/vice chancellor and their CFAO on the specific organizational impacts.
- ✓ Budgetary Entries will occur in **early winter quarter**.

Remaining Recharge Units



These units address specialized needs at pre-established rates

Recharge units will be reviewed by the Budget Committee as opposed to the SLA Governance Committee.

*Campus units cannot externally contract out A&E services

Example of Cost Pool Allocation

Infrastructure

Physical Plant Budget: $39M
Campus Square Ft: 1.0M

	Unit 1	Unit 2	Unit 3	Unit 4	Unit 5	Total
Cost Pools						
Infrastructure: $39/sq ft						
Physical Plant	$8,970,000	$14,040,000	$6,630,000	$1,950,000	$7,410,000	$39M
Square Footage	230,000	360,000	170,000	50,000	190,000	1.0 M
Student Support	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx
Academic/Research Support	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx
Administration	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx
Total Cost Pool Assessment	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx

Service Level Agreements

Purpose Statement of SLAs

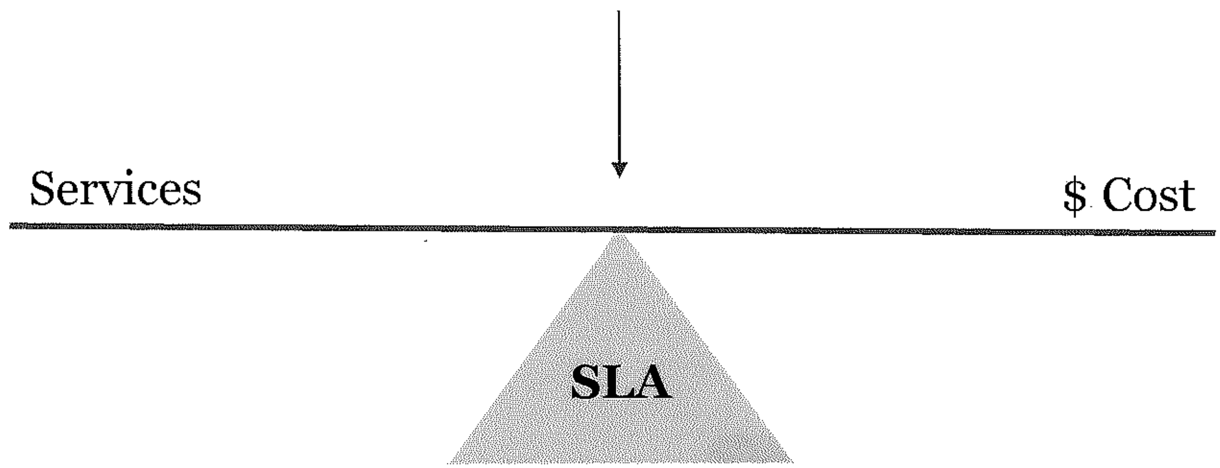
SLAs will provide a vehicle to support the implementation of the budget design, creating operating efficiencies and reducing transaction processing in the service provider units.

Enables	Consistent service levels across the enterprise
Increases	Emphasis on quality of service provided
Encourages	Accountability between service providers and customers for level of service
Reduces	Transaction processing by eliminating immaterial and unnecessary recharge transactions
Defines	Core services verses incremental recharge activities
Creates	Transparency to cost and value provided for services

SLAs will be important in maintaining consistent levels of quality and expectations

Balancing Approach

This is the "fundamental tension"

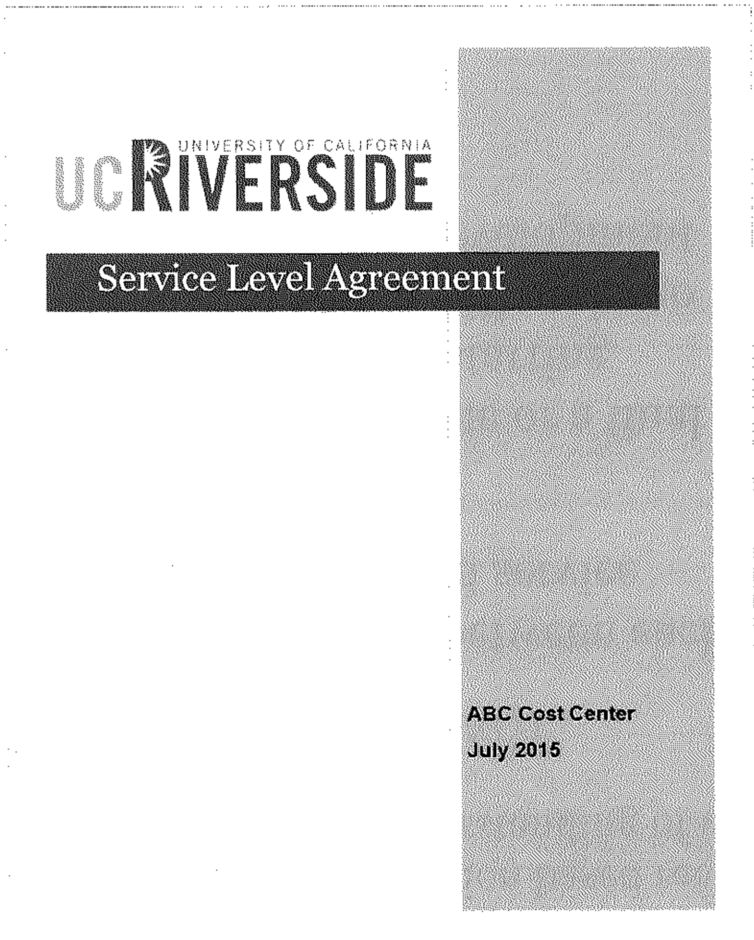


Quality and consistency of
Services vs. Cost to Provide

Service Level Agreements (SLA) change the conversation

Current Process	New Process
Cost + Rate	Service + Quality

Service Level Agreements (SLA)



The "Contract"

Core Services: Customers will be provided a high quality service that is sufficient to address their operational needs while also addressing regulatory or policy mandates. The cost of providing this level of service will be assessed to campus units according to an agreed cost driver *(Ex: HR uses FTE, Facilities uses Square Ft.).*

Premium Services: Customers can opt for an added level of service on a long-term basis to address their unique needs. This arrangement will be subject to a premium-level assessment on top of their core-level assessment (*Ex: CHASS contracting additional payroll services from BAS*).

Recharges: On an as-needed basis, services can select to address specialized needs at pre-established rates.

Understanding an SLA

Moving from a transaction based recharge billing to a cost allocation requires clearly defined SLAs and understanding of what a SLA should be.

What It Is NOT

- ✓ Detailed bill between each customers and service provider
- ✓ Not set in stone or a final document; a starting point which will undergo an iterative development process

What It Is

- ✓ Agreement with customers to align service level expectations
- ✓ Definition of core services
- ✓ Clear statement of processes or method of service delivery

13 SLAs by Cost Pool

Cost Pool	SLAs	Allocation
Infrastructure	• BAS – Physical Plant • BAS – Police • C&C	**Allocated to all Units**
Administration*	• BAS – Human Resources • BAS – Business & Financial Services • BAS – General Administration (VC Office, Risk Mgmt, Mail, EH&S, Receiving)	**Allocated to all Units except Infrastructure**
Student Support	• Graduate Division • Student Affairs	**Allocated to Colleges and Schools**
Academic/ Research Support	• Academic Senate • Library • Research & Economic Development • University Advancement • VP Units: VPUE, VPIA, Academic Personnel	**Allocated to Colleges and Schools**

*The Administration cost pool will include central administration – Chancellor/EVC and Planning & Budget units (no SLAs).

SLA Governance Committee

SLA Governance Committee

Member	Initial Variable Term
Dean Smith	3 Years
Dean Peña	4 Years
CFAO Ruiz	2 Years
CFAO Vogel-Farias	4 Years
CFAO Sharp-Aten	2 Years
VC Sandoval	3 Years
Senate Chair Barish	Open

Make up of SLA Governance Committee:

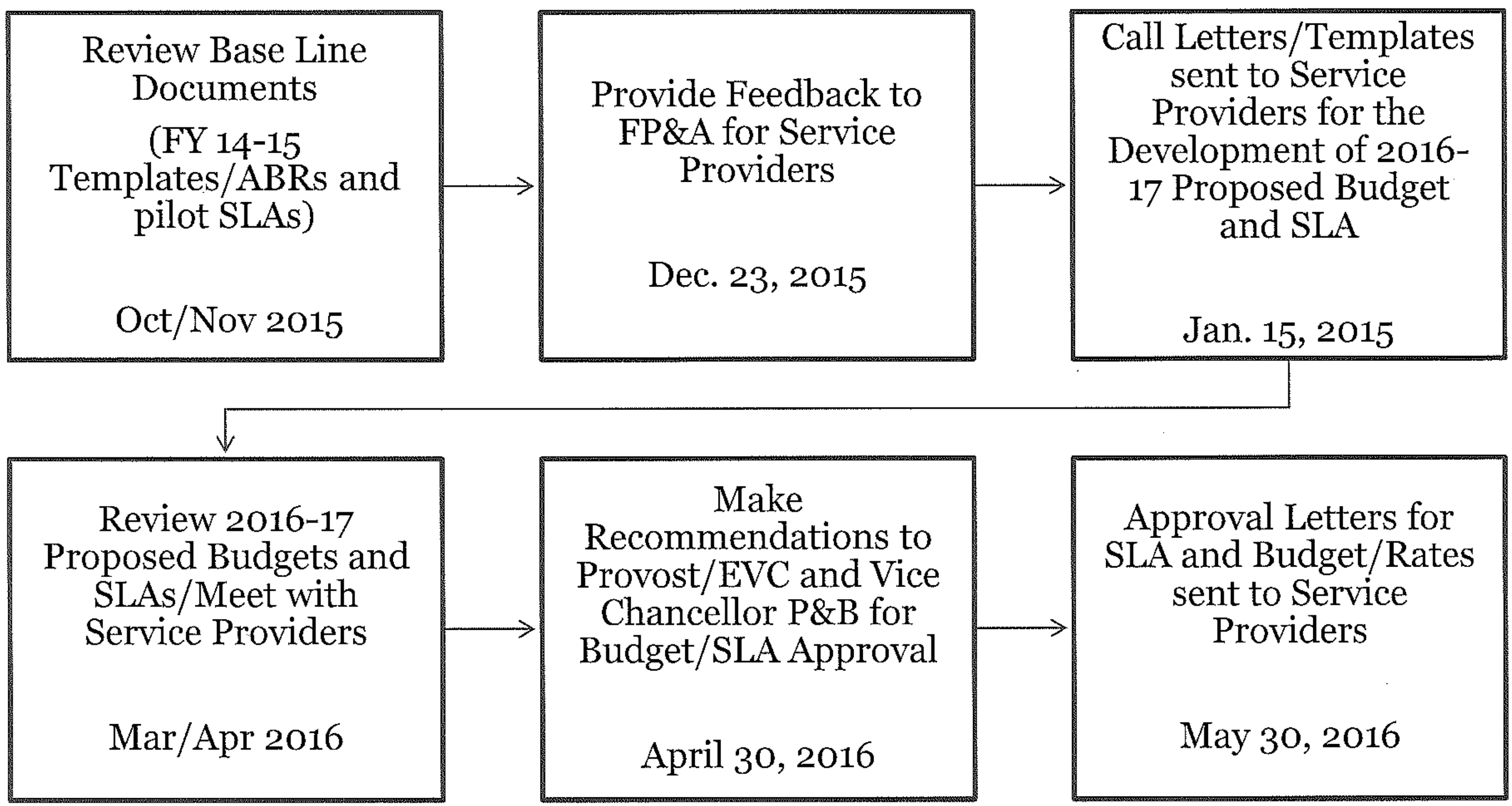
- ✓ 2 Deans
- ✓ 2 CFAOs
- ✓ 1 Self-Supporting/Auxiliary Director
- ✓ 1 Service Provider
- ✓ 1 Chair of Academic Senate P&B Committee
- ✓ 3-year terms rotating new members each year

The SLA Governance Committee is an advisory committee to the Provost/EVC and Vice Chancellor of Planning & Budget

SLA Governance Committee Charter

Advocate	on behalf of the user
Verify	that service provision, quality of services, and costs are in alignment with the overall **strategic objectives of UCR** and the needs of the customer units
Review	each services provider's actual performance, both from a **financial and qualitative** perspective
Assess	service levels and funding requirements for the upcoming fiscal year
Recommend	to the Provost and Vice Chancellor of Planning and Budget changes to the levels of service and the funding necessary to support the service

SLA Governance Committee FY2015-16 Process



Governance Committee provided FP&A feedback on…

SLA content for understanding of services

- Development of an SLA Best Practices Document

Data needs to evaluate funding requirements and service quality

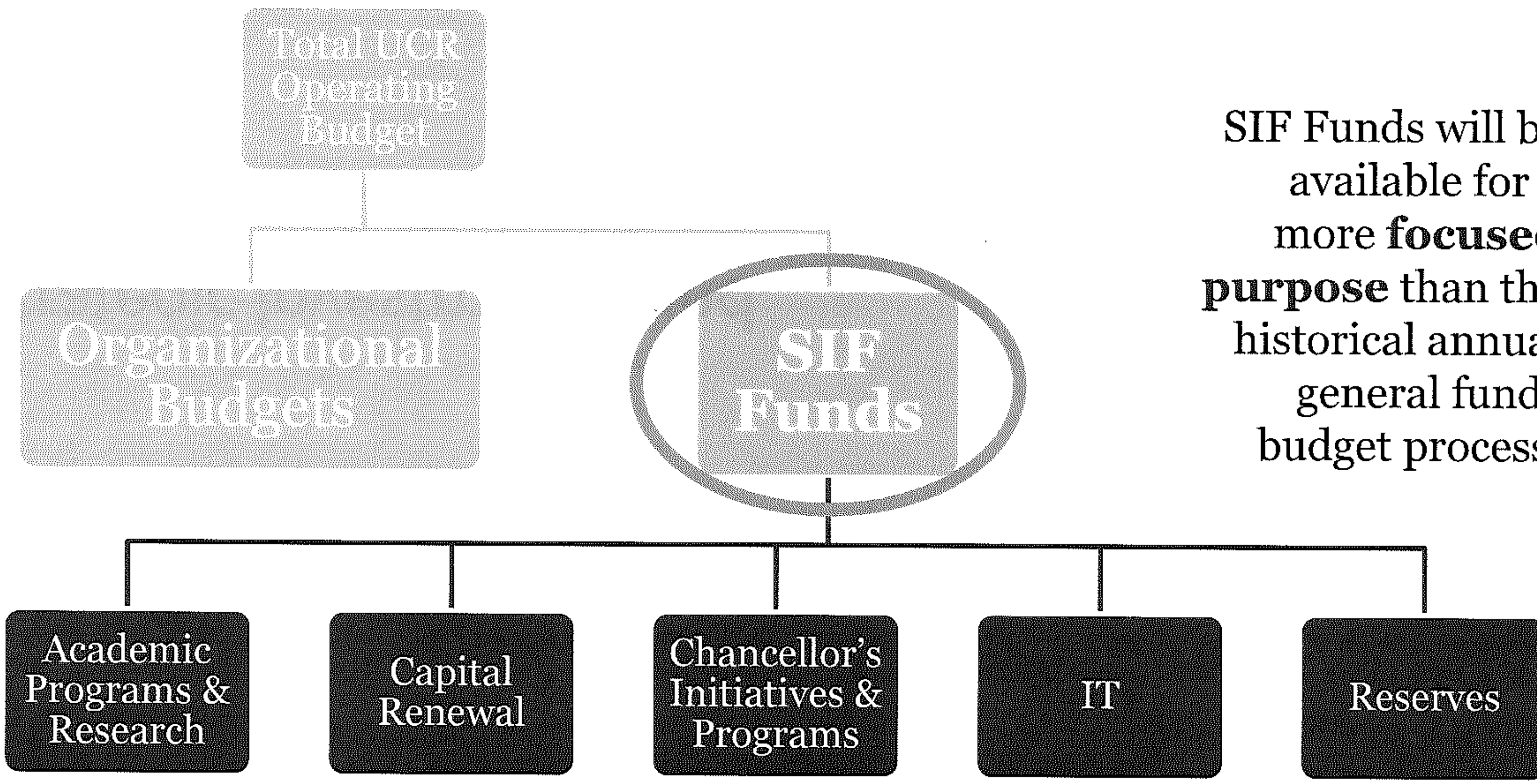
- Call Letters will communicate specific customer needs or concerns

Customer unit needs

- Templates aligned with service providers

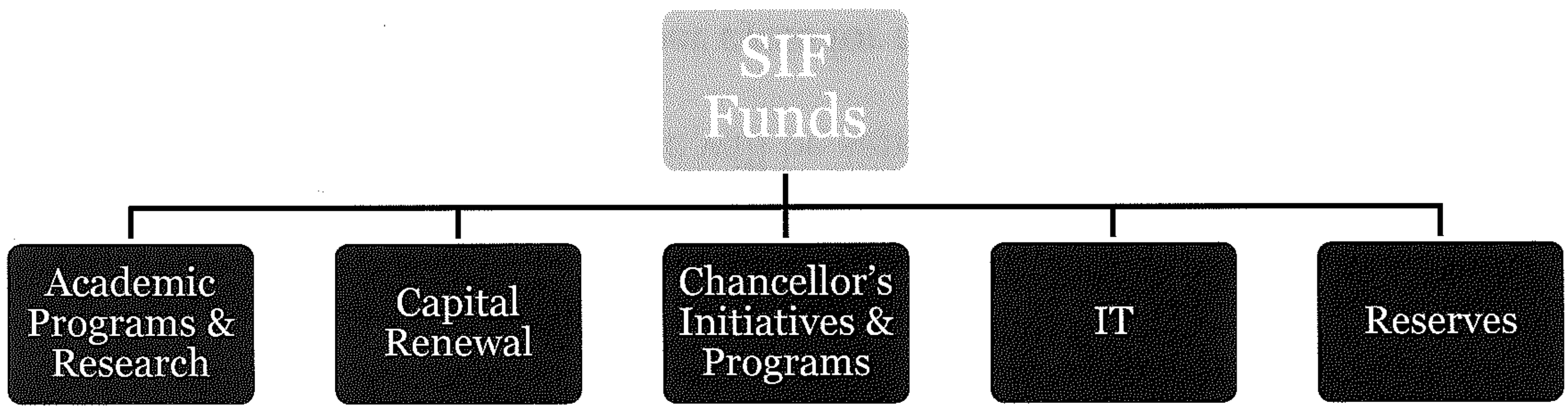
Strategic Investment Fund

Strategic Investment Fund (SIF)



SIF Funds will be available for a more **focused purpose** than the historical annual general funds budget process.

Example of Items funded by SIF



Academic Programs & Research	Capital Renewal	Chancellor's Initiatives & Programs	IT	Reserves
New academic programs	Extraordinary Repairs	Strategic Initiatives (Targeted Marketing)	New IT systems	Bank Loans
Research Equipment	Planning Costs	New Admin Offices (VP in Int'l Affairs)	Major Equipment	Emergency funds
Strategic Research Initiatives	Deferred Maintenance	UCOP Mandates (Sexual Assault Response)		Fixed Cost increases
Spousal Hires		Grant Matching		
Retention Packages				
Grant Matching				

Mini SIF Process – Cycle Dates

September
January
April

1st	SIF Forms Due	15th	FP&A Review	20th	Provost Decisions	30th	Approval/ Denial Letter Sent

- ✓ SIF Request Forms available on PB website
- ✓ "The Call" for SIF Requests will be sent via email to Deans/VCs by the VCPB 30 days prior…if funding is available
- ✓ Approval/Denial correspondence will be sent via email by FP&A on behalf of the Provost/VCPB
- ✓ Orgs will receive a single letter per cycle for any funding decisions made during the quarter

Consolidating funding decisions into 3 Mini SIF processes will achieve

Predictability	Fairness	Transparency	Use of Strategic Goals
To all units for the timing of decisions	When considering requests	In decision making	When approving requests

Given SIF has limited funding for campus units, SIF requests should be funneled through the CFAO and Dean for prioritization and approval

What It Is NOT

- ✓ A resource to correct historical deficits or fund general operating expenses
- ✓ Funds to sustain a program
- ✓ A permanent funding source
- ✓ Substitute for available grant funding

What It Is

- ✓ Funding driven by aligned campus and organizational strategic goals
- ✓ Seed money for startup of self-sustaining programs
- ✓ Short term high priority investments
- ✓ Limited funding available to the campus

SIF Request Form

A 1-2-page form will be available on the P&B Website for units to submit funding requests in a uniform manner.

FY 2015-16 STRATEGIC INVESTMENT FUND (SIF) REQUEST

ORGANIZATION:	***DATE OF REQUEST:***

SIF INSTRUCTIONS / GUIDANCE (for this process):

Please use the template below to submit your Orgs SIF request as well as provide any additional information that will assist in evaluating your request. SIF requests *should be based on* requests that are strategic investments or iniatives that support campus goals, i.e funding needed for stand alone programs, start up projects, capital initiatives, etc. SIF requests *should not be based on* hiring faculty/staff, or alignment of department/org deficits.

NOTE: There will be (3) Mini SIF Processes each Fiscal Year, which will be in *September* , *January* and *April* .

Based on Mini SIF process timeline, please anticipate your Org's SIF requests to ensure Organizational Excellence in the processing of funding requests.

SIF TIMELINE for September, January, and April:

Non-Salary Expense

Request Description	Indicate what Campus Goal/ Functional Area the Request Supports	Total Perm Request	Total Temp Request	Org Contribution ($)	Central Funding Request ($)
	(Select One)				-
Total Request		-	-	-	-

PLEASE PROVIDE ANY ADDITIONAL INFORMATION NECESSARY TO EVALUATE YOUR REQUEST.

Chief Financial & Administrative Officer:

Authorized Signature

Dean or Vice Chancellor:

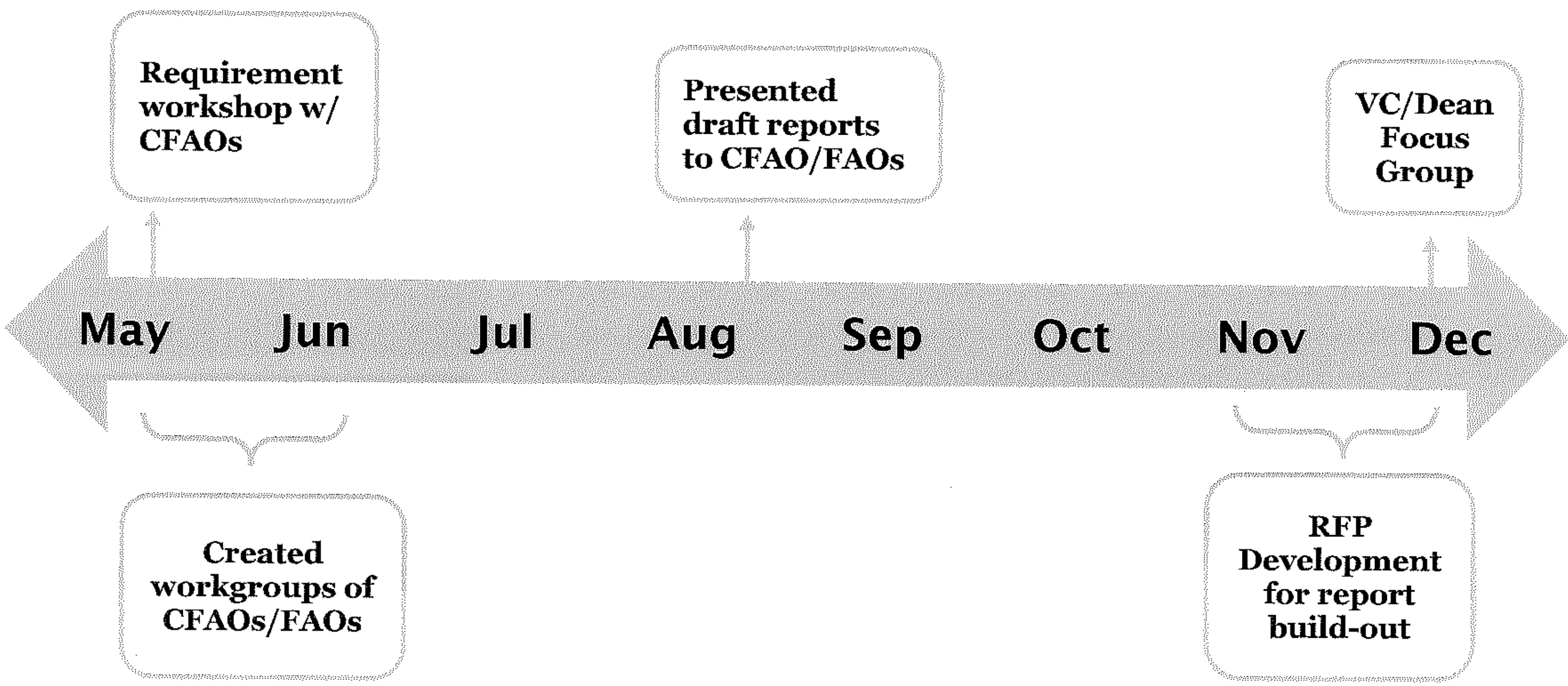
Authorized Signature

Cognos Project Update

COGNOS Reports: Project Phases

Phase 1: Pilot Financial Data	• 'Proof of Concept' phase whereby provided a small number of campus-wide reports based on PeopleSoft financial data
Phase 2: Expansion	• Deliver 80% of the prioritized and validated reports based on varied data sources
Phase 3: Operationalization	• Operationalizing and maturing the process to implement Report Lifecycle and addition of new reports

COGNOS Reports: Approach



Three Levels of COGNOS Reports

Reports are designed to facilitate decision-making at various managerial levels

Type	Audience
1. Campus-wide	Chancellor / Provost / VCPB/Senate Budget Committee
2. Organizational/ Departmental	Vice Chancellors and Deans
3. Organizational/ Departmental	Chief Financial & Administrative Officers and Department Chairs

1. Campus-wide

Chancellor / Provost / VCPB

College of Natural & Agricultural Sciences
Organizational Budgets & Balances as of 7/1/2014

SUMMARY - ALL FUNDS

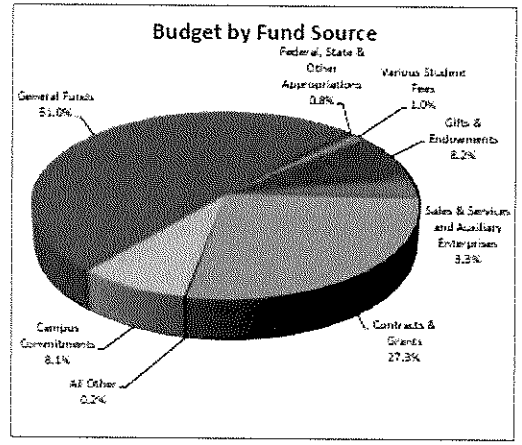
Funding Description	General Funds	Federal, State & Other Approp	Various Student Fees	Gifts & Endowments	Sales & Services and Auxiliary Enterprises	Contracts & Grants	All Other	All Campus Commitments	Total
Faculty	40,349,511	234,606	-	-	9,144	677,592	-	(16,511)	41,274,446
Other Academics	3,492,931		(938)	(45,703)	191,620	3,547,609	-	56,936	12,252,453
TA/GSRs	5,176,743	-	-	44,559	7,630	8,620,700	-	4,136,211	18,135,843
Staff	10,423,103	93,633	1,672	(7,828)	671,315	3,961,577	-	478,853	15,622,369
Benefits	15,225,478	3,167	(146)	(52,350)	363,781	4,338,771	-	2,136,617	22,035,316
Supplies & Expenses	2,018,063	24,081	232,634	3,643,369	2,230,542	16,726,322	19,666	263,697	25,157,376
Unallocated	6,958,083	971,136	1,464,239	9,880,044	1,383,416	1,925,616	305,195	5,177,051	29,567,782
Grand Total - Funds Available 7/1/14	83,643,864	1,346,823	1,697,491	13,464,089	5,457,448	44,818,195	324,861	13,342,814	164,095,585

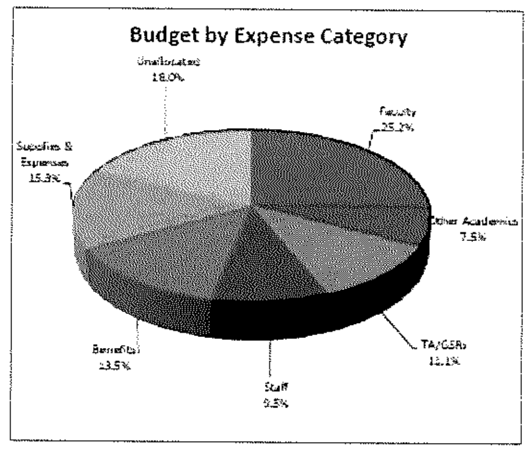
On-Going Funding and Contracts & Grants

Funding Description	General Funds	Federal, State & Other Approp	Various Student Fees	Gifts & Endowments	Sales & Services and Auxiliary Enterprises	Contracts & Grants	All Other	On-Going Campus Commitments	Total
Faculty	34,740,712	154,606				577,596		139,439	35,612,355
Other Academics	3,150,574				191,818	3,547,609		15,000	11,905,401
TA/GSRs	5,719,849				7,630	8,620,700		4,186,211	18,534,390
Staff	10,561,882	93,633			570,025	3,961,577		226,548	15,513,645
Benefits	14,362,309				367,414	4,338,771		2,038,331	21,676,825
Supplies & Expenses	2,505,066		175,910	103,162	2,129,150	16,726,322		112,851	21,752,461
Unallocated	2,102,556	6,662		27,432	79,116	1,925,618		3,855,009	7,998,013
Total On-Going Funding	73,643,728	355,301	175,910	130,634	3,436,153	44,818,195	-	10,633,390	133,193,312

Carry Forward of Funds & One-Time Commitments

Funding Description	General Funds	Federal, State & Other Approp	Various Student Fees	Gifts & Endowments	Sales & Services and Auxiliary Enterprises	Contracts & Grants	All Other	One-Time Campus Commitments	Total
Faculty	5,608,799				9,144			(156,050)	5,461,353
Other Academics	341,957		(938)	(45,703)	(195)			51,936	347,052
TA/GSRs	(443,106)			44,559					(398,547)
Staff	(138,779)		1,672	(7,828)	1,290			252,345	108,720
Benefits	363,169	3,167	(146)	(52,350)	(3,633)			98,286	408,493
Supplies & Expenses	(487,001)	24,081	56,724	3,542,167	101,392		19,666	150,845	3,404,854
Unallocated	4,755,077	964,274	1,464,289	9,852,592	1,913,300		305,195	2,312,042	21,569,769
Total One-Time Funding	10,000,136	991,522	1,521,581	13,333,455	2,021,295		324,861	2,709,424	30,902,274





2. Organizational/ Departmental

Chief Financial & Administrative Officers

The R'Plan Financial Report displays the current financial position compared to the R'Plan and provides forecast for end of year financial position

Provides comparison of budget to actuals

Provides projected year end balances to ensure continued financial solvency

Parameters:
SetId:
Business Unit:
Fiscal Year:
Department/Activity:
Fund Group/Fund:
Function:
Budget Category/Account:
Accounting Period:

alissa: Drill down into Revenue summary tab with further drill downs by fund, func, dept., etc.

Can pick the fund groups you want to report on

alissa: Can drill down to get info by department.

Actuals vs. Budget for Revenue and Expense

BCOE Revenue and Expense Actuals vs. Budget – FY2014/2015

YTD Budget/Revenue							Year End Budget/Revenue & Actuals/Projections			
ORG 11 as of 5/31/15	FY14 Carry Forward +	Established Budget YTD =	FY15 Total Budgeted Revenue	YTD Revenue	Variance YTD $$	% of Revenue Rec'd YTD	Projections	Forecasted Revenue Year End	Variance Year End $$	Projected % of Revenue Rec'd
Revenue										
State/General/Tuition	195,470	28,174,948	28,310,418	24,381,402	[illegible]	86.12%	3,990,418	28,371,820	61,402	100.22%
Non-Resident Tuition	6,122	160,000	166,122	196,326	30,204	118.18%	0	196,326	30,204	118.18%
Other Fees (UNEX)	61,657	700,000	761,657	426,390	[illegible]	55.98%	361,657	788,047	26,390	103.46%
Indirect Cost Recovery	31,838	1,500,000	1,531,838	1,583,932	52,094	103.40%	51,838	1,635,770	103,932	106.78%
Special State Appro	685	51,000	51,685	68,453	16,768	132.44%	15,685	84,138	32,453	162.79%
Sales & Service	5,470	5,340,000	5,345,470	4,474,049	[illegible]	83.73%	843,470	5,317,519	(25,951)	99.51%
Course Materials Fees	3,910	352,000	355,910	350,874	[illegible]	98.59%	5,910	356,784	874	100.25%
Self-Supporting Degrees	339	29,800	30,139	20,099	[illegible]	66.69%	10,040	30,139	0	100.00%
TOTAL REVENUES >	243,491	36,307,748	36,551,239	31,501,525	(5,049,714)	86.18%	5,279,018	36,780,543	229,304	100.63%

YTD Expenses							Year End Expenses & Actuals/Projections			
ORG 11 as of 5/31/15	Prior Year CFF +	Budget YTD by BC =	FY15 Total Budget by BC	Actuals YTD	Variance YTD $$	% of Expenses Spent YTD	Projections	Forecasted Year End	Variance Year End $$	Projected % of Expenses Spent
Expenses										
Academic Salaries	5	10,545,227	10,545,232	10,025,209	520,023	95.07%	345,227	10,370,436	174,796	98.34%
Academic Benefits	549	4,606,463	4,607,012	4,299,514	307,498	93.33%	96,463	4,395,977	211,035	95.42%
Lecturer Salaries/benefits	33,849	9,086,464	9,120,313	8,359,797	760,516	91.66%	135,981	8,495,778	624,535	93.15%
Academic Stdnt Salaries/bens	2,688	2,189,797	2,192,485	1,889,709	302,776	86.19%	39,088	1,928,797	265,688	87.97%
Staff Salaries	35	4,377,583	4,377,618	5,177,664	[illegible]	118.28%	97,583	5,275,247	(897,629)	120.50%
Staff benefits	2,467	745,233	745,720	902,621	[illegible]	121.04%	13,253	915,874	(170,154)	122.82%
General Supplies & Exps.	5,555	3,220,179	3,225,734	3,789,338	[illegible]	117.47%	90,179	3,879,517	(653,783)	120.27%
Equipment	5,687	732,447	738,134	386,516	351,618	52.36%	92,447	478,963	259,171	64.89%
Facilities	68,797	900,592	969,389	958,900	10,489	98.92%	10,592	969,492	(103)	100.01%
TOTAL EXPENSES >	119,632	36,402,005	36,521,637	35,789,268	732,369	97.99%	920,813	36,710,081	(188,444)	100.52%
INCOME/(LOSS) >			29,602	[illegible]				70,462		
Percent of Budget Spent			99.92%	113.61%				99.81%		

R'Plan Detail:
Drill-Down Capabilities

Provides the ability to monitor monthly, quarterly and year-to-date financial performance

ORGXX Revenue and Expense Actuals vs Budget – FYXXXX

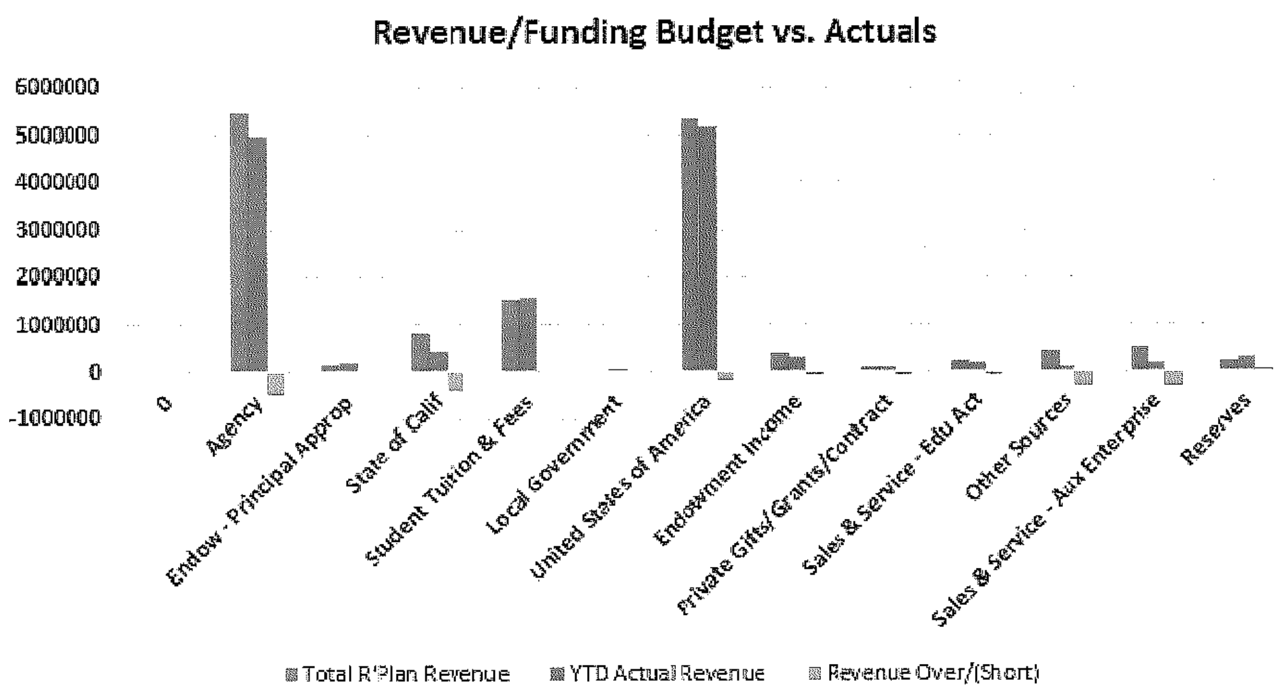
FYXX Revenue/Funding	Revenue/Funding Budget: Prior Year Carry Forward	Established R'Plan		Total R'Plan Revenue	Current Year Actuals: July	August	September	October	November	December	Current Year Projections: January	February	March	April	May	June	Total YTD Revenue	% of Funding rec'd YTD
					Actual	Actual	Actual	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected		
Agency				-													-	
Endow - Principal Approp				-													-	
State of Calif				-													-	
Student Tuition & Fees				-													-	
Local Government				-													-	
United States of America																	-	
Endowment Income																	-	
Private Gifts/Grants/Contract																	-	
Sales & Service - Edu Act																	-	
Other Sources																	-	
Sales & Service - Aux Enterprise																	-	
Reserves				-													-	
Total Funding YTD	-	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

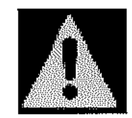
Detail Report provides the added functionalities of **drilling down** into the details and also **expanding selections** to view more granular data

R'Plan Dashboard

Year to Date Summary -- Revenue and Expenses -- ORGXX

Revenue Year to Date





Alert if below 10% of Revenue Rec'd

Red under 90%
Yellow 75% - 89%
Green 0% - 74%

Budget Evolutionary Timeline: Process Before Technology