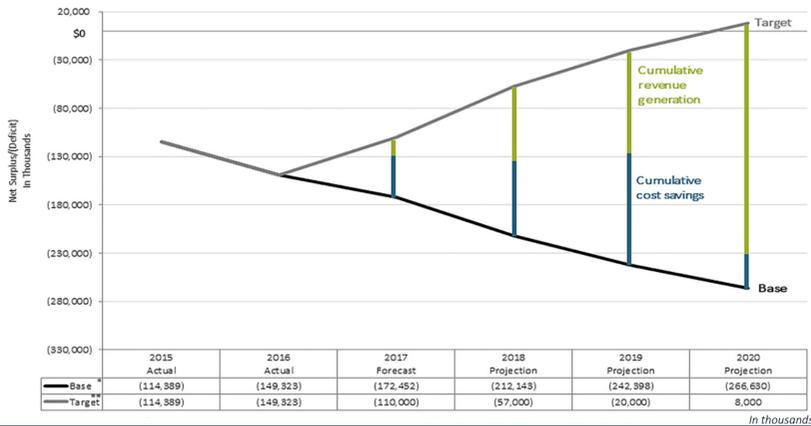


FY2017-18 Budget and Financial Outlook

Office of the Vice Chancellor, Finance



A. Multi-Year Deficit Reduction Plan



C. Executive Summary

The campus is projecting to reduce our deficit from \$110M to \$57M in FY2017-18. It is the largest and most challenging of the targets in the four-year plan to eliminate the deficit that the Office of the President has stipulated. We had hoped to meet half of that target with increased revenues; we have exceeded that goal with 52% of the target coming from increased revenues including private gifts. We will continue to seek ways to increase revenues to offset the need to make cuts.

Throughout this process, we have prioritized our instructional mission and invested in revenue generating activities and facilities maintenance. We have been careful when it comes to administrative service reductions that would have an impact on our core teaching and research mission, and intend to monitor impacts over the next year, making adjustments where possible.

The targets that divisions have been assigned are highly differentiated because of the way in which we have calculated the base. Targets for L&S, colleges, and schools are about 1%; those for administrative, campus support, and research divisions are between 4% and 5%. We are pleased that many instructional divisions will meet their targets almost entirely from increased revenues.

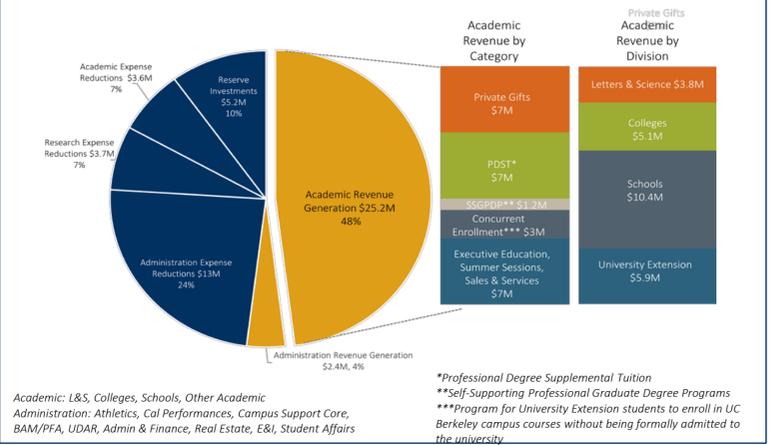
Non-academic units are meeting their targets primarily through staff and service level reductions. Our overall campus staff workforce shrunk by approximately 450 FTE FY2016-17, and total salary growth slowed substantially over the past two years. We experienced a high of 6% growth in FY2014-15 and expect it to remain flat in FY2017-18 compared to the previous fiscal year. Also, for FY2017-18, with the approval of the

B. 2017-18 Divisional Budget Improvement Targets

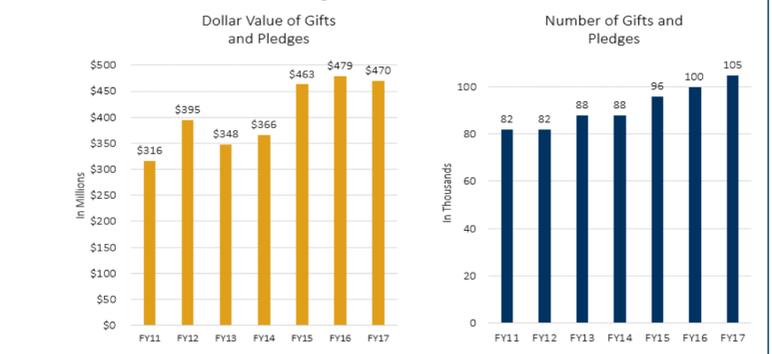
Current funds excluding Contracts & Grants
In thousands

Campus Divisions	FY 18 Est. Expenses	Target	Portion of Target met Through:			Expense Reduction as a % of Total Expenses
			Net New Revenue Generation	Expense Reduction	Reserve Investments	
L&S Core	9,353	403	1,463	-	-	0%
L&S Biological Sciences	53,130	663	1,047	-	-	0%
L&S Arts & Humanities	91,248	455	135	-	396	0%
L&S Math & Physical Sci	69,569	639	500	139	-	0%
L&S Social Sciences	115,247	568	435	133	-	0%
L&S Undergraduate Division	14,529	176	176	-	-	0%
Letters & Science	353,076	3,214	3,756	272	396	0%
College of Environmental Design	24,351	367	1,000	-	-	0%
College of Natural Resources	47,344	741	-	741	-	2%
College of Chemistry	38,453	665	1,108	-	300	0%
College of Engineering	145,264	2,191	3,018	-	-	0%
Colleges	255,411	3,964	5,126	741	300	0%
Boalt School of Law	90,022	1,471	1,940	-	-	0%
Goldman Sch of Public Policy	15,733	340	623	-	200	0%
Haas School of Business	117,387	2,861	4,200	-	-	0%
School of Optometry	25,757	474	228	-	650	0%
School of Public Health	37,539	592	494	-	200	0%
Graduate School of Education	19,287	292	1,492	-	-	0%
School of Social Welfare	7,869	184	82	-	407	0%
School of Journalism	8,265	132	916	-	-	0%
School of Information	20,121	242	451	-	-	0%
Schools	341,978	7,813	10,426	-	1,457	0%
Academic Senate	1,412	84	-	84	-	6%
Academic Core	5,825	226	-	226	-	4%
Office for the Faculty	3,969	49	-	49	-	1%
Strategic Acad and Fac Plan	2,736	121	-	121	-	4%
Summer Sessn, Study Abrd, OLLI	23,333	785	-	785	-	3%
UC Library	57,636	2,670	779	-	4,562	0%
University Extension	38,018	1,783	5,100	-	-	0%
Undergraduate Education	21,888	1,226	-	1,226	-	6%
Graduate Division	76,424	153	-	153	-	0%
Other Academic	231,240	7,233	5,879	2,644	4,562	1%
Academic Research Units	52,059	1,453	-	1,453	-	3%
Research Administrative Units	32,246	1,719	-	1,719	-	5%
Res Museum & Field Stations	13,132	595	-	595	-	5%
Research, Policy, Planning, & Admin	97,436	3,767	-	3,767	-	4%
Athletics	88,544	4,652	1,200	3,452	-	4%
Cal Performances	17,298	926	537	389	-	2%
Campus Support Core	23,082	395	-	395	-	2%
Art Mus & Pacific Film Archive	11,716	582	-	582	-	5%
Univ Developmt and Alumni Rel	52,483	-	64	-	-	0%
Administration & Finance	298,933	8,692	-	6,992	1,700	2%
Real Estate	93,896	703	-	703	-	1%
Equity & Inclusion Div	21,602	600	616	-	-	0%
Student Affairs	316,297	10,211	-	-	15,000	0%
Campus Support	923,851	26,763	2,417	12,514	16,700	1%
Improvement Target Subtotals	1,861,015	52,754	27,604	19,938	23,415	

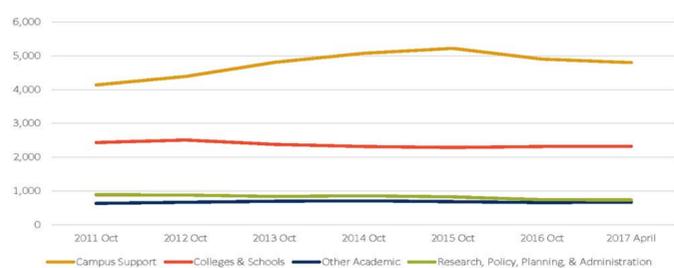
D. 2017-18 Campus Revenue Generation Plans



E. 2011-2017 Private Giving



G. 2011-2017 Headcount Trends



Organization	2015 Oct	2017 April	Variance #	Variance %
Campus Support	5,222	4,798	(424)	-9%
Colleges & Schools	2,289	2,327	38	2%
Other Academic	684	669	(15)	-2%
Research, Policy, Planning, & Admin	825	734	(91)	-12%
Total by Organization	9,020	8,528	(492)	-6%

Appointment Type	2015 Oct	2017 April	Variance #	Variance %
Contract	816	720	(96)	-13%
Limited	979	8	(971)	-12782%
Per Diem	133	136	3	2%
Total Contract/Limited	1,928	864	(1,064)	-123%
Career	6,947	6,817	(130)	-2%
Partial Yr Career	145	152	7	5%
Total Career	7,092	6,969	(123)	-2%
Total by Appointment Type	9,020	7,833	(1,187)	-15%

F. 2014-2022 Capital Renewal

