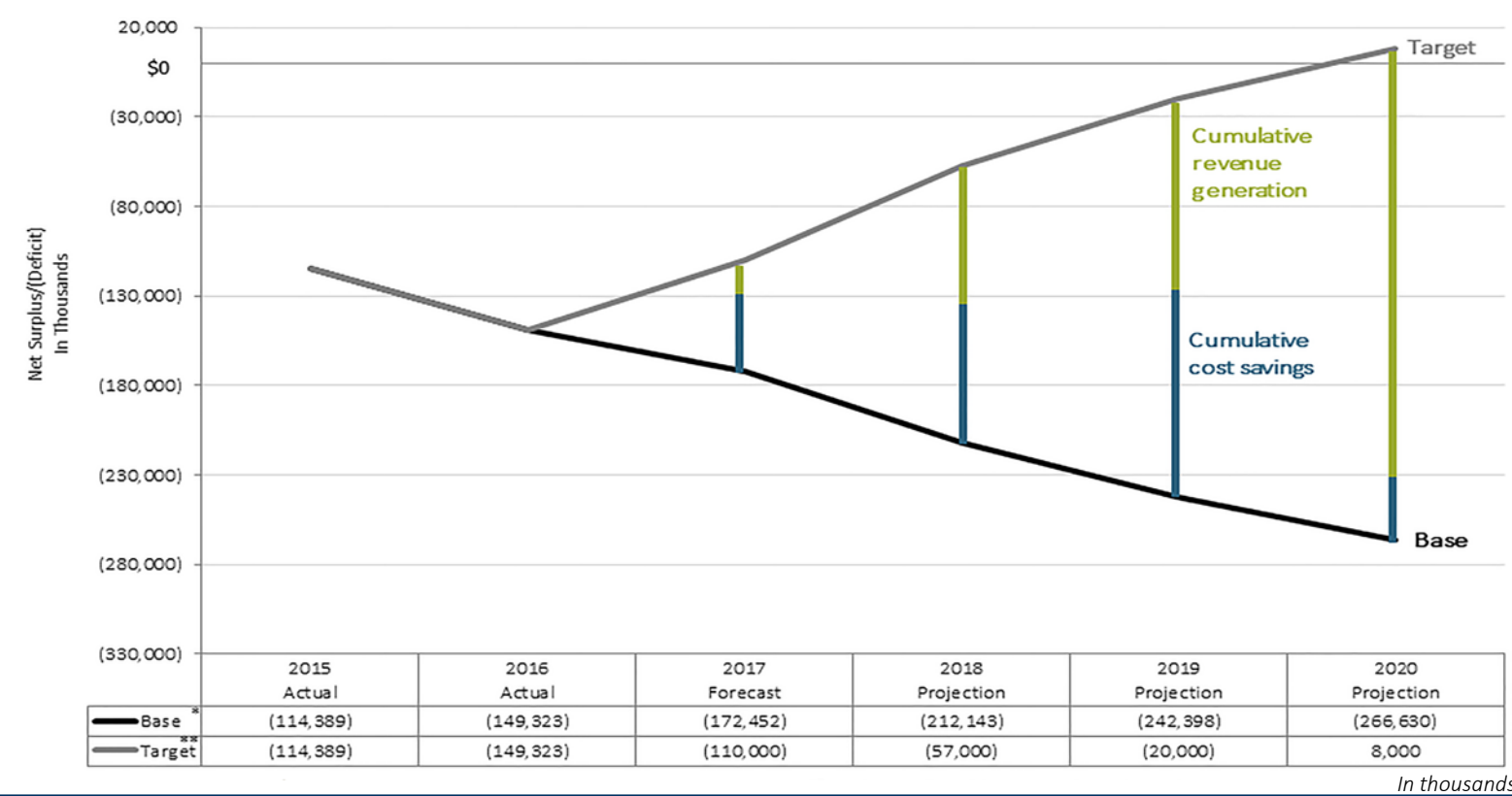


FY2017-18 Budget and Financial Outlook

Office of the Vice Chancellor, Finance



A. Multi-Year Deficit Reduction Plan



C. Executive Summary

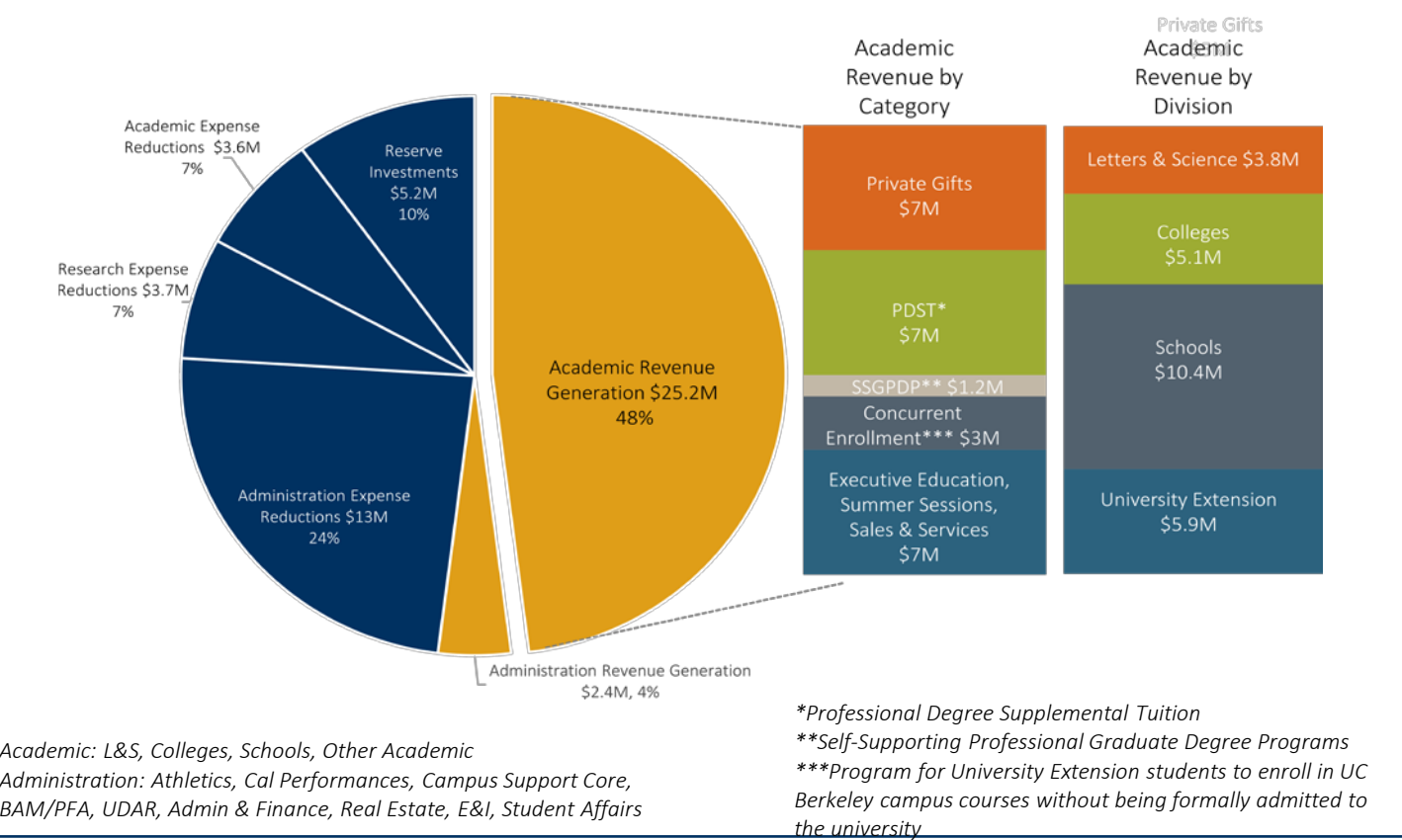
The campus is projecting to reduce our deficit from \$110M to \$57M in FY2017-18. It is the largest and most challenging of the targets in the four-year plan to eliminate the deficit that the Office of the President has stipulated. We had hoped to meet half of that target with increased revenues; we 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.

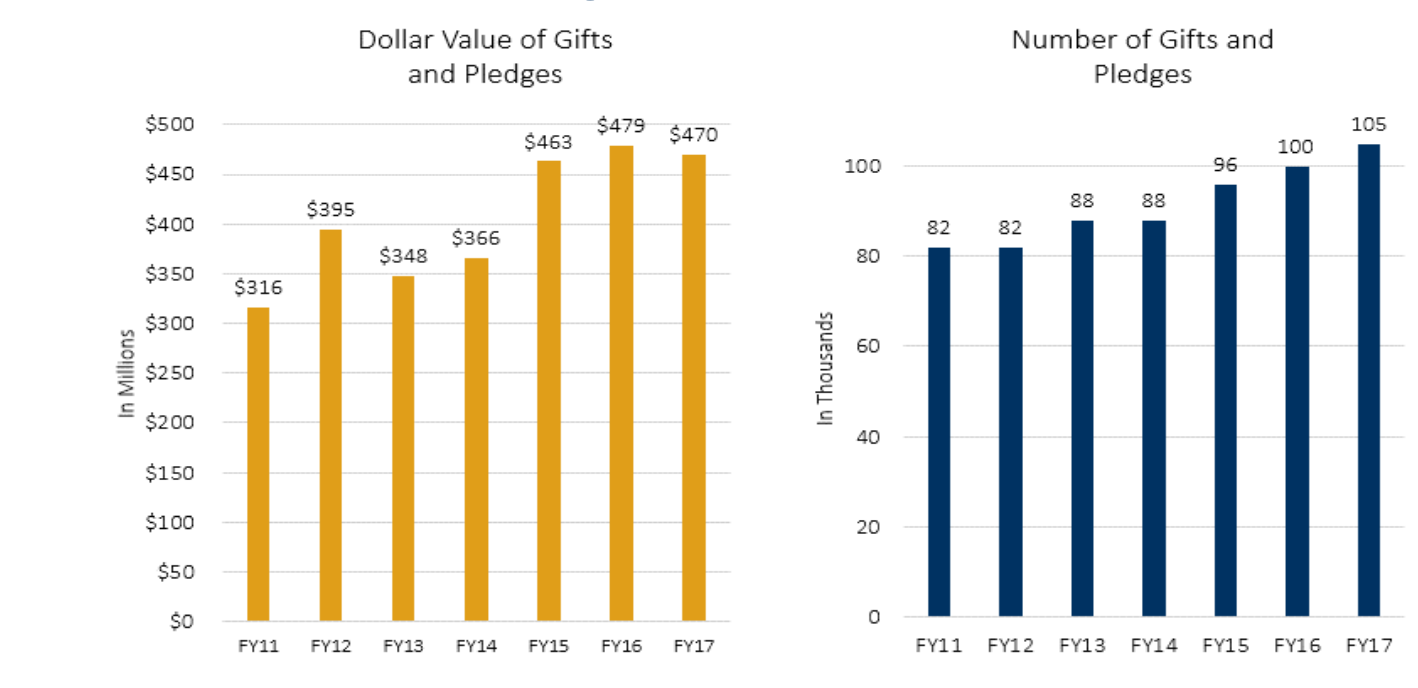
The targets that divisions have been assigned are highly differentiated because of the way in which we have calculated the base. Targets for L&S, colleges, and schools are about 1%; those for administrative, campus support, and research divisions are between 4% and 5%. We are pleased that many instructional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

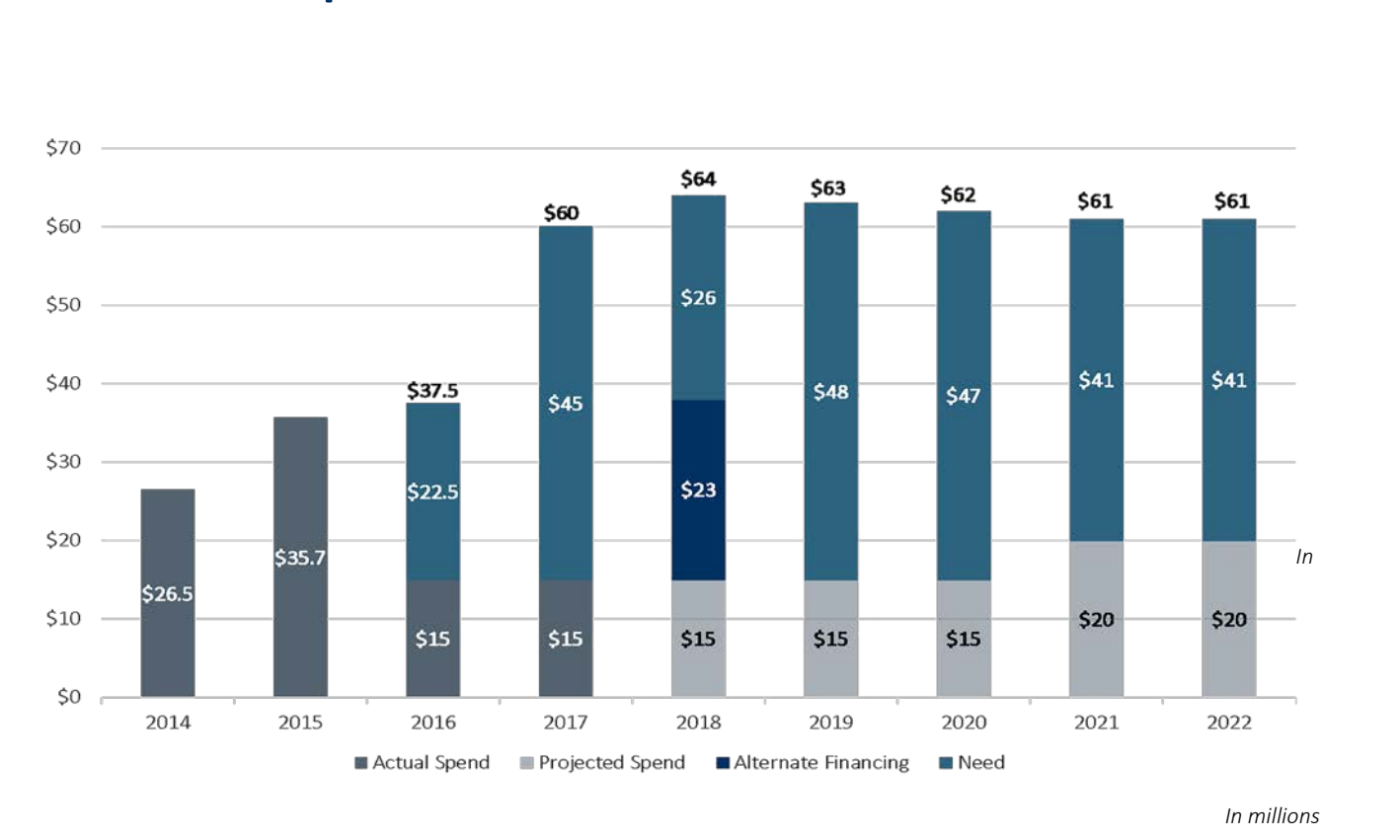
D. 2017-18 Campus Revenue Generation Plans



E. 2011-2017 Private Giving



F. 2014-2022 Capital Renewal



G. 2011-2017 Headcount Trends

