

2018

UC DAVIS
STUDENT AFFAIRS



STUDENT AFFAIRS

ANNUAL BUDGET PRESENTATION

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INTRODUCTION

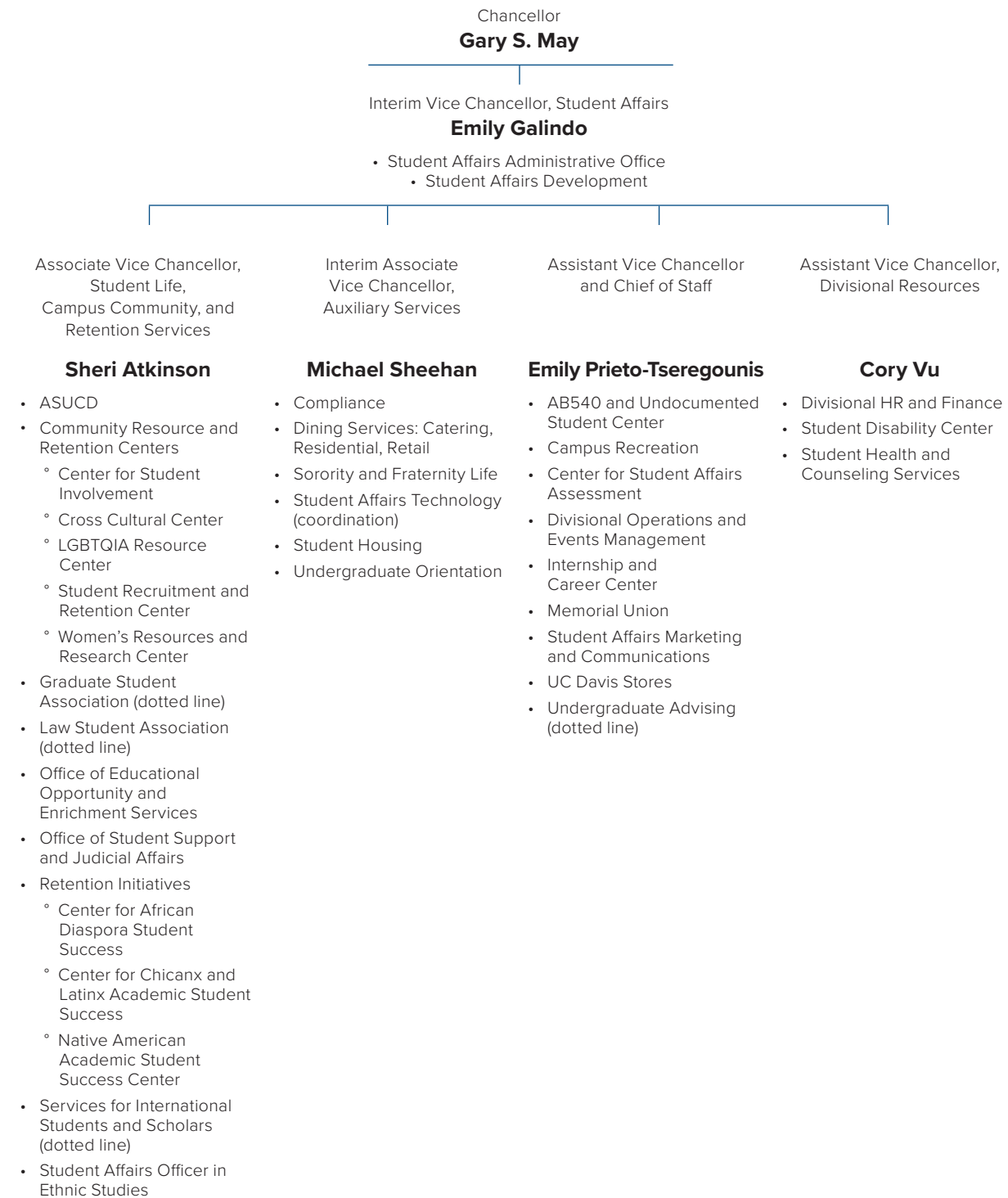
Academic Year 2017–18 was a year of considerable transition for the Division of Student Affairs. The division experienced several key leadership departures, including the vice chancellor for Student Affairs (VCSA), the associate vice chancellor (AVC) for Student Life, Campus Community and Retention Services, and the AVC for Divisional Resources. In addition, two units (Enrollment Management [Financial Aid, Office of the Registrar and Undergraduate Admissions] and Campus Diversity) transitioned from the Division of Student Affairs to the Office of the Chancellor and Provost (OCP).

With change comes opportunity, and the Division of Student Affairs is embracing new strategies and technologies while honoring the past with events like the fiftieth anniversary celebration of ASUCD Unitrans and the Coffee House. We continue to strengthen existing programs and services that support student success, well-being and engagement; to cultivate a campus community that is supportive, caring and friendly for students, faculty and staff; and to define strategic priorities that will guide our path toward financial sustainability. At our core, we remain committed to our mission, vision and values, and students will always be at the center of what we do.

PAST ORGANIZATIONAL CHART



CURRENT ORGANIZATIONAL CHART



2018–19 STUDENT AFFAIRS GOALS

Goal 1: Steward resources responsibly to meet our vision, mission, values and goals.

Goal 2: Assess programs and services in a coordinated and intentional manner to inform strategic decision-making, utilizing benchmarks for improving student outcomes.

Goal 3: Deliver programs, services and experiences that promote student success, well-being and engagement while building an inclusive campus community that seeks to address inequities so every student can thrive.

Goal 4: Foster excellence through collaboration, continuous improvement and innovation.

Goal 5: Invest in efforts that support professional growth, career development, work-life harmony, wellness and retention of our talented and diverse staff.

HIGHLIGHTS

Some highlights for the Division of Student Affairs in 2017–18 include:

- Student Housing and Dining Services' transition from Sodexo to self-operated dining
- Center for Chicana and Latina Academic Student Success opening
- UC Davis achieves eligibility to be designated Hispanic-Serving Institution
- Fiftieth anniversary of ASUCD's Unitrans and Coffee House
- Emerson, West Village and Orchard Park projects approval
- Silo South Renovation and Tercero Phase 4 completion
- Basic Needs Center opening and launch of Aggie Compass
- Medical Amnesty protocol implementation

HOW THE BUDGET WAS DEVELOPED

For the Division of Student Affairs (SA), the budget process occurs at both the unit and leadership level. At the unit level, budget discussions between SA Divisional Resources and the individual units occur from April through June of each year. The units evaluate their budget performance from the current year and work with SA Divisional Resources to outline budget needs for the next fiscal year. From the leadership level, SA budget planning meetings begin in April and last through the summer, with a team that includes the VCSA, AVCs and other core leaders. Budget planning objectives for the SA leadership team include:

- Assess and determine the highest priority programs and activities for the division.
- Develop a plan to eliminate the Student Services Fee (SSF) fund structural deficit.
- Develop guidelines for the management and plans for the expenditure of divisional reserves.
- Implement operational and programmatic strategies that yield efficiency, eliminate redundancy and reduce costs.

FISCAL PLANNING PRINCIPLES

Core Principles

1. Our budget shall be readily accessible and understandable to the entire division and campus community.
2. Our budget shall be tied to the division's vision, mission, values and goals as articulated by the vice chancellor and in strategic planning documents.
3. All budget decisions shall reflect the chancellor's, division's and units' visions, goals and priorities.

Guiding Principles for Fiscal Planning

Budget decisions will:

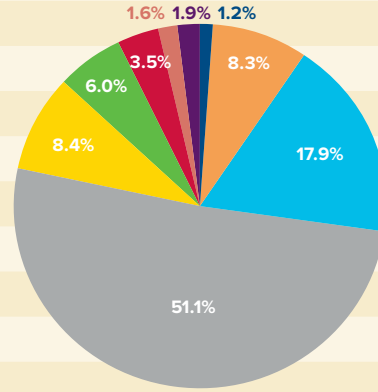
1. Prioritize direct services for students.
2. Prioritize programs and services that (1) develop partnerships that promote student learning, (2) provide seamless systems that advance academic transitions and success, (3) foster a diverse and inclusive community, (4) promote personal growth, wellness and lifelong learning.
3. Be based on the principle of "The good of the division as a whole takes precedence over individual units."
4. Be conducted in a deliberative, participatory and transparent manner.
5. Be balanced and equitable.
6. Be based on empirical data and merit.
7. Support policies that increase revenue streams and mitigate actions that impact student access.
8. Strive to support and implement operational strategies that yield efficiency, eliminate administrative redundancy and reduce costs, while attaining desired outcomes.
9. Be fiscally prudent, ensuring that the division emerges in the strongest possible position in the long term.
10. Acknowledge that associate/assistant vice chancellors are in the best position to recommend allocations within their units but recognize the ultimate budget authority of the vice chancellor of Student Affairs.
11. Be thoughtful, intentional and transparent with all assessments of auxiliary units intended to support divisional operations. Ensure that usage of auxiliary and student-fee fund sources is consistent with the intended use of those fund sources.
12. Engage staff and student voices and perspectives, when appropriate.



2018–19 BUDGET: SOURCES AND USES

SOURCES OF FUNDS (dollars in thousands)

| | | |
|---------------------------------------|-----------|----------------|
| ■ General Funds and Tuition | \$ | 2,739 |
| ■ Indirect Cost Recovery | | 67 |
| ■ Student Services Fees | | 19,185 |
| ■ Student Referendum Fees | | 41,635 |
| ■ Student Housing and Dining Services | | 118,620 |
| ■ UC Davis Stores | | 19,405 |
| ■ Student Health Income | | 13,956 |
| ■ ASUCD/Unitrans | | 8,225 |
| ■ Campus Recreation | | 3,703 |
| ■ Other Self Supporting | | 4,501 |
| Total Operating Sources | \$ | 232,035 |
| Student Health Insurance Plan (SHIP) | | 37,676 |
| Total Sources | \$ | 269,711 |



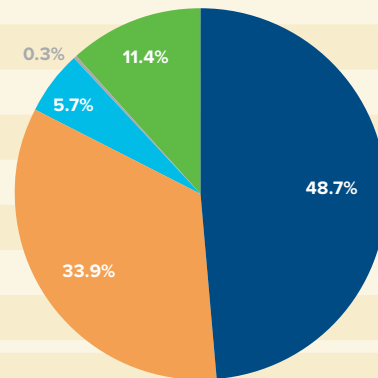
Student Affairs is funded with student services fees, student referendum and safety fees, general fund and tuition funds, and sales and services/auxiliary operations.

General Funds and Tuition includes general funds (\$2.5M), graduate student tuition (\$82K) and SAPEP funds (\$135K).

The student services funds include Student Services fees (\$19.2M), summer session fee (\$570K) and Mental Health fee (\$4.6M). The Student Referendum funds include the CEI fee (\$8.5M), FACE/LEEAP fee (\$10.3M), MU fee (\$3.5M), SASI fee (\$1.3M), health fee (\$5.7M), ASUCD/Unitrans fee (\$4.4M), GSA fee (\$163K) and safety fee (\$2.5M). Student Affairs also manages \$168.4M of sales and service and auxiliary operations, which includes UC Davis Stores (\$19.4M), Student Housing and Dining¹ Services (\$118.6M), ASUCD/Unitrans (\$8.2M), Student Health and Counseling Services (\$14M) and the Activities and Recreation Center (\$3.7M).

USES OF FUNDS (dollars in thousands)

| | | |
|--------------------------------------|-----------|----------------|
| ■ Salaries and Benefits | \$ | 109,207 |
| ■ Supplies and Services | | 76,091 |
| ■ Items for Resale | | 12,776 |
| ■ Travel | | 690 |
| ■ Debt Service | | 25,480 |
| Total Operational Uses | \$ | 224,245 |
| Student Health Insurance Plan (SHIP) | | 37,676 |
| Capital/Minor Projects | \$ | 11,596 |
| Total Uses | \$ | 273,516 |



Student Affairs operational costs include staff and student salaries and benefits (\$109.2M), supplies and services (\$76.1M), inventory resale for UC Davis Stores (\$12.8M) and SHIP (\$37.6M). Debt service payments of \$25.5M include Dutton Hall, North and South Silo, Student Community Center, Student Health and Wellness Center, ASUCD Coffee House, Activities and Recreation Center and housing facilities.

Capital Projects

Although carryforward funds are also used for facility maintenance, funding of \$11.6M has been pledged for capital projects and other commitments.

The capital projects planned include Freeborn Hall seismic improvements (\$1.6M), Memorial Union/Silo ATM equipment relocation (\$400K), Activities and Recreation Center (\$2.6M) and Coffee House equipment upgrades (\$250K). Student Housing and Dining Services projects include Tercero Dining Commons 2 (\$300K), Segundo upgrades (\$625K), Cuarto housing upgrades (\$915K), Solano upgrades (\$50K), facility halls and other upgrades (\$1M) and dining equipment replacement (\$2.2M). In addition, safety funds are provided for the Campus Electrical Transmission Project (\$1M). Other commitments include Banner upgrade allocation (\$685k).

¹ For the purposes of this presentation, the safety fee is included in the Student Referendum funds.

SUMMARY OF CARRYFORWARD FUNDS

CARRYFORWARD FUNDS Projected as of June 30, 2018 (dollars in thousands)

| | | | |
|---|-----------|---------------|--|
| ■ General Fund Types | \$ | 488 | |
| ■ Student Service Funds | | 5,698 | |
| ■ Student Referendum Funds | | 36,287 | |
| ■ Self-Supporting Funds, Other Funds | | 13,175 | |
| Total Divisional Funds | \$ | 55,648 | |
| Student Health Insurance Plan | | 4,500 | |
| Total Carryforward Funds - Projected | \$ | 60,148 | |

Student Affairs continues to identify both ongoing commitments on carryforward funds as well as divisional initiatives. The carryforward fund balances are projected as follows:

General Fund Types include general funds (\$319K) and LCFF funds (\$168K).

Student Service funds included Student Service fees (\$5.7M) and Summer Sessions funds (\$58K).

Student Referendum Funds include SASI funds (\$399K), FACE/LEEAP (\$5.4M), CEI funds (\$23.8M), Safety Fee funds (\$3.6M) and Memorial Union fees (\$2.7M).

Auxiliary Funds include Student Housing and Dining Services funds (\$1.1M), ASUCD (\$6.6M) and UC Davis Stores (\$1.3M).

Self-Supporting Funds include Campus Recreation (\$1.4M), STIP on Referendum funds (\$195K), ATM funds (\$367K), University Conference Center (\$283K), Cowell Building (\$687K) and SHIP funds (\$4.5M).

CAPITAL PROJECTS

RECENTLY COMPLETED

- **Silo South Renovation:** Project completed fall 2017. Renovation added a pizza venue, sandwich venue, convenience store, landscaped and covered area and seating to accommodate four food trucks.
- **Tercero Phase 4:** Project completed fall 2017. Provided 500 additional residence hall beds.

IN PROGRESS

- **The ARC expansion:** Scheduled for completion winter 2018. This project adds 14,250 square feet, a larger weight room, more cardio equipment, a boxing studio and an outdoor training area.
- **Tercero Dining Commons 2:** Scheduled for completion fall 2019. Five-hundred-seat project that includes a new internationally themed retail venue for the neighborhood.
- **Webster Hall Redevelopment:** Scheduled for completion fall 2019. Will provide approximately 400 residence hall beds.

- **Recreation Pool Renovation:** Scheduled for completion summer 2019. Replaces the current pool, built in 1966, with an enhanced Recreation Pool, competition pool, renovated locker rooms to include gender-inclusive facilities and a sand volleyball court.

FUTURE

- **Emerson Hall Redevelopment:** Scheduled to begin fall 2019 with targeted completion fall 2022. The project encompasses demolishing the current 500-bed structure and replacing it with a new 809-bed structure.
- **Orchard Park and West Village:** Still in negotiations and development. Timeline for construction is contingent upon the pro formas and contracts being finalized. Moving forward with the design at West Village.
- **Silo Roof and Seismic Work:** Scheduled to begin summer 2019. Seismic renovation and roof repair at the Silo.
- **MU North Courtyard:** Schedule TBD. Currently in Request for Proposal (RFP) process. Create courtyard with various uses while supporting enhanced circulation, informal seating and group events.



CHALLENGES AND OPPORTUNITIES

Unitrans

ASUCD Unitrans services 4 million passengers annually, transports the third highest number of passengers per service hour of any transit system in California (only behind Los Angeles Metro and San Francisco Muni) and has nearly the lowest cost per hour nationwide thanks to our unique student-operated model. Unitrans is experiencing significant annual increases in its operational costs due mostly to the state's minimum wage increase, which is increasing one dollar per year and scheduled to reach \$15 per hour by fiscal year (FY) 2022–23. This has created a structural budget deficit beginning FY 2016–17. If not addressed, this deficit will result in significant service reductions by the end of FY 2018–19 and is expected to deplete Unitrans' reserves by FY 2019–20. Impacts from service reductions include fewer routes and more crowded buses, which, in turn, will cause a significant increase in the number of UC Davis students, faculty and staff who drive to campus and the need for additional parking structures. Currently, one-third of all undergraduates who do not reside on campus use Unitrans as their primary mode of transportation to and from campus each day.

Since UC Davis students have supported referendum fee increases on four previous occasions to maintain and expand the system (1990, 1999, 2004 and 2007), and with current fees totaling \$34.50 per quarter for each undergraduate student, ASUCD is not in support of an additional fee increase to students. To maintain the current level of service once the reserves are depleted, ASUCD will require approximately \$1.3 million in funding in FY 2020–21 to address its structural deficit, increasing to approximately \$2 million in FY 2024–25. ASUCD Unitrans' services and operations are currently under review by UC Davis Audit and Management Advisory Services (AMAS). Once AMAS completes its review, ASUCD will provide the campus with a detailed plan to address its structural deficit, with proposals on how to maintain this critical service for students.

Community Resource and Retention Centers, Retention Initiatives' Centers and AB540 and Undocumented Student Center

The Community Resource and Retention Centers,¹ Retention Initiatives'² centers and the AB540 and Undocumented Student Center serve as central



¹ Center for Student Involvement, Cross Cultural Center, LGBTQIA Resource Center, Student Recruitment and Retention Center and Women's Resources and Research Center
² Center for African Diaspora Student Success, Center for Chicana and Latinx Academic Student Success, Native American Academic Student Success Center

CHALLENGES AND OPPORTUNITIES *(continued)*

and visible hubs to coordinate campus resources for all students, improving retention and academic progress, especially for those from marginalized or underrepresented communities.¹ The centers provide academic support, community-building spaces and workshops, assistance with financial aid and career development, and trainings. In addition, the staff respond to students in crisis with targeted resources and referrals.

These centers have become a major source of attention and pride for the campus. As the student demand for programs and services continues to grow, the need to develop a sustainable business model and to identify ongoing funding for some of these centers becomes ever more critical. Student Affairs is committed to implementing operational and programmatic strategies that yield efficiency, eliminate redundancy and reduce costs at the centers, while continuing to attain desired outcomes for UC Davis students.

Basic Needs Center and Aggie Compass

Too many students experience food insecurity in higher education. At UC Davis, more than 40 percent of undergraduates are Pell Grant recipients, with about a third of entering students coming from low- to very low-income communities. Nearly 44 percent of undergraduates report experiencing food insecurity,

and this number continues to grow. Recent trends show university students from middle class families are also experiencing food insecurity. Investments to support an infrastructure that mitigates food insecurity would benefit the university by improving student retention and timely graduation.

The Basic Needs Center and Aggie Compass program coordinate security resources and basic needs services for all enrolled students. The center provides students with information about affordable and safe housing options, financial literacy and nutritious food through local community partners. In addition, through a partnership with the Yolo County Health Department, the center houses a full-time CalFresh representative to enroll students and connect them with other government assistance programs. Without the chronic stress that comes from constant efforts to find and secure nutritious food, stable housing and financial assistance, students are freer to find a true home at UC Davis, be a part of the campus community, achieve academically and, ultimately, graduate. Currently, Aggie Compass is functioning on two-year temporary funding. With ongoing funding, the center could continue its critical work and expand its targeted, data-driven outreach and marketing strategies aimed at preventing hunger and improving student academic performance.



BUDGET REQUESTS

Mobility Assistance Shuttle

The Mobility Assistance Shuttle (MAS) program, currently operated by Transportation Services (TAPS), provides on-campus transportation to current UC Davis students, faculty and staff with documented temporary and permanent conditions that affect their mobility and ability to traverse the campus for academic or work-related purposes. The Office of Campus Counsel, Office of Compliance and the Student Disability Center (SDC) have determined that students who are authorized to use the MAS through the SDC should not be charged for the service, as it is an accommodation. In FY 2017–18, TAPS and Student Affairs (SA) partnered to identify funding that secures continuation of MAS services until an ongoing funding solution from the campus can be established.

The total number of rides (5,732 vs. 8,508) and riders (218 vs. 263) who use MAS has increased significantly this academic year. MAS rides are an effective accommodation and fulfill the campus' compliance obligation to provide equal access and equal opportunities for students with disabilities. In addition, MAS service is significantly less costly and more effective than alternative accommodations, such as providing a notetaker for missed lecture material. Current funding is being provided by TAPS and the Division of Student Affairs to ensure continuation of services and campus compliance. Since the MAS program is highly valued and critical to ensuring equal access for students, faculty and staff with disabilities on the UC Davis campus, ***the Division of Student Affairs requests that the campus contribute approximately \$150,000 per year in base funding beginning in FY 2017 an onward to TAPS to ensure continuation of this critical service for the campus.***

Student Disability Center

The Student Disability Center (SDC) is dedicated to assisting students with disabilities in accomplishing their scholastic and career goals by helping to eliminate barriers that limit opportunities and equal access. The SDC supports students with disabilities through academic support services, technology and advocacy to promote their retention and graduation. Services and accommodations are available to students with documented disabilities, including but not limited to students who have visual limitations, communication limitations, learning disabilities, psychiatric disabilities,

attentional disabilities, mobility and other functional limitations as well as those who are deaf or hard of hearing. The SDC provides essential and critical services that ensure equity, inclusion and legal compliance for the university.

The need for SDC services continues to rise at UC Davis. The number of UC Davis students registered with the SDC has more than doubled since 2010. In addition, higher numbers of newly enrolled students who are deaf, hard of hearing, blind, have low vision and/or are physically disabled have significantly increased the cost to provide direct services, with the largest expenditures related to students who are deaf or hard of hearing. Traditionally, the campus has provided one-time funding to cover a year-end deficit balance for the SDC. ***The Division of Student Affairs requests that the campus consider a different budget model where base funding is allocated and adjusted annually based on year-end projections. This would allow the SDC greater ability to strategically plan and forecast and provide the flexibility to allocate resources appropriately and efficiently to meet the service needs of students.***

Diversity and Inclusion

In 2017, after three years of planning and robust engagement with hundreds of members of our campus community, UC Davis issued A Diversity and Inclusion Vision for UC Davis. This strategic vision plan sets the course for the campus to act on its commitment to diversity and inclusion excellence, as expressed in the UC Diversity Statement and UC Davis Principles of Community. As a result, the Division of Student Affairs created the Office of Institutional Diversity to provide core campus communication, coordination, planning, support and resources necessary to ensure real and lasting improvement in an area of strategic importance to UC Davis, the University of California, and higher education as a whole.

During the FY 2017–18 budget cycle, the Division of Student Affairs requested campus funding to support the operational expenses of the Office of Institutional Diversity and the newly appointed associate vice chancellor for Academic Diversity. Due to the campus reorganization and the formation of the new Office of Diversity, Equity and Inclusion, Student Affairs only received funding from the campus for the associate vice

BUDGET REQUESTS *(continued)*

chancellor for Academic Diversity position, with all other operational expenses unfunded. Currently, the division has incurred approximately \$260,000 to support the staff and operations of the Office of Institutional Diversity. ***Since the Office of Institutional Diversity supports staff and faculty on matters of diversity and inclusion, the Division of Student Affairs is unable to utilize student fee funds to cover expenses and therefore requests that the campus contribute \$260,000 in one-time General Funds to cover costs incurred in FY 2017–18. Requests for ongoing funding will come from the newly formed Office of Diversity, Equity and Inclusion.***

New Student Services Fees

To help ensure that valuable resources remain accessible to students, the Division of Student Affairs requests that the campus continue to prioritize direct student services and provide the division with additional base allocations as new Student Services Fee (SSF) funding becomes available. In recent years, the Division of Student Affairs has invested in and committed to programs and services that support student academic success and development by ensuring a supportive environment. With

the increasing diversity of our student population, the division has focused its efforts on promoting a culture of inclusion for all students. Students with marginalized identities, students with disabilities and students from first-generation, low-income, veteran, international and nontraditional backgrounds may need additional resources, especially early on in their education. These resources help them achieve, build resilience and feel a sense of belonging, all essential to their academic success at UC Davis. Most importantly, these resources create a connection with the university that lasts a lifetime.

As the demand for and the costs of services continue to rise, investment in resources that improve student success and enhance students' sense of belonging is becoming increasingly challenging. In order to meet all of the funding commitments, the division faces a structural deficit in SSF Funds of approximately \$1.3 million. We are currently reviewing all services and are in the process of developing and implementing a plan to eliminate our structural deficit and slow the use of our reserve funds. ***In the meantime, the Division of Student Affairs requests that campus support in base funds to lessen the impact of reduction in services to students.***

SUMMARY

CHALLENGES AND OPPORTUNITIES

| Program | Issue | Funding | Current/Base | Fiscal Year |
|------------------|-----------------------------|----------------------|--------------|-------------|
| Unitrans | Increased operational costs | Awaiting AMAS review | Base | 2019–2020 |
| CRRC, SRI, AB540 | Lack of base funding | \$1,600,000 | Base | 2018–2019 |
| Aggie Compass | Lack of base funding | \$250,000 | Base | 2019–2020 |

BUDGET REQUESTS

| Program | Issue | Funding | Current/Base | Fiscal Year |
|-----------------------------|----------------------|-------------|--------------|-------------|
| Mobility Assistance Shuttle | Campus compliance | \$150,000 | Base | 2017–2018 |
| Student Disability Center | Campus compliance | TBD | Base | 2019–2020 |
| Diversity and Inclusion | Program unfunded | \$260,000 | Current | 2017–2018 |
| Student Services Fees | Lack of base funding | \$1,300,000 | Base | 2017–2018 |



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