2019/20 APPROVED BUDGET
Presentation to Chancellor’s Cabinet and Academic Senate Leadership

June 3, 2019

All figures in $Millions unless specified otherwise.
All figures rounded.
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• Financial Context
• Vice Chancellor Budget Presentations
• Strategic Discussion
AGENDA

8:00 – 8:30  Working Breakfast & Financial Context
8:30 – 9:30  Academic Affairs
9:30 – 10:30 Health Sciences

10:30 – 10:45  Break
10:45 – 11:30 Marine Sciences
11:30 – 12:00 Student Affairs
12:00 – 12:30 Research Affairs

12:30 – 1:00  Lunch
1:00 – 1:30  Equity, Diversity and Inclusion
1:30 – 2:00  Resource Management & Planning

2:00 – 2:15  Break
2:15 – 2:45  Chief Information Officer
2:45 – 3:15  Chief Financial Officer
3:15 – 4:00  Strategic Discussion
FINANCIAL CONTEXT
## 2019/20 TOTAL BUDGET

### Revenues

<table>
<thead>
<tr>
<th>Description</th>
<th>Total $5.5 Billion&lt;sup&gt;1&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Operating revenues</td>
<td>Operating Budget $1.5 Billion</td>
</tr>
<tr>
<td>• State appropriation</td>
<td></td>
</tr>
<tr>
<td>• Resident tuition</td>
<td></td>
</tr>
<tr>
<td>• Research overhead</td>
<td></td>
</tr>
<tr>
<td>• Non-resident tuition</td>
<td></td>
</tr>
<tr>
<td>• Other core (auxiliary dividends, patent net income, other misc. fees)</td>
<td></td>
</tr>
<tr>
<td>Auxiliary</td>
<td>$630M</td>
</tr>
<tr>
<td><strong>Housing, Parking, Bookstore</strong></td>
<td></td>
</tr>
<tr>
<td>Health System + Clinics</td>
<td>$2.4 Billion</td>
</tr>
<tr>
<td>Private Gifts&lt;sup&gt;2&lt;/sup&gt;</td>
<td>$120M</td>
</tr>
<tr>
<td>Contracts and Grants&lt;sup&gt;3&lt;/sup&gt;</td>
<td>$840M</td>
</tr>
</tbody>
</table>

### Expenditures

<table>
<thead>
<tr>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Operating expenses</td>
</tr>
<tr>
<td>• Faculty</td>
</tr>
<tr>
<td>• Instructional support</td>
</tr>
<tr>
<td>• Student services</td>
</tr>
<tr>
<td>• Financial aid</td>
</tr>
<tr>
<td>• Buildings &amp; Utilities</td>
</tr>
<tr>
<td>• Administrative infrastructure</td>
</tr>
<tr>
<td>• Public service</td>
</tr>
<tr>
<td>Auxiliary</td>
</tr>
<tr>
<td><strong>Housing, Parking, Bookstore</strong></td>
</tr>
<tr>
<td>Patient Care</td>
</tr>
<tr>
<td>Gifts spend</td>
</tr>
<tr>
<td>Sponsored projects</td>
</tr>
</tbody>
</table>

1. Estimated revenues are shown gross (without offset by scholarship allowance) to better reflect full impact of campus operations. This treatment differs from standard financial reporting where scholarship allowance offsets revenue.
2. Private gifts includes only campus gifts to The Regents, excluding Foundation.
3. Reflects direct C&G, excludes $246M of ICR which is part of Core Operating Revenues.
FINANCIAL CONTEXT

• We are finishing 2018/19 with a strong financial margin of $28.4M
  - This is higher than initially budgeted due to significant growth in undergraduate enrollment driven by higher than expected admissions yield, stronger contracts and grants overhead and auxiliary dividends
  - We have delivered this growth with very little increase in core funded staff which is the largest portion of expense budget

• Revenue Growth will slow down because of undergraduate NR Cap
  - Since annual incremental revenues grow at a slower rate than the annual inflationary expenses, a projected deficit of $24.2M occurs in 2021/22
  - This trend continues and worsens in 2022/23 where the deficit grows to $58.3M

• Significant challenges lie ahead. We need to continue to drive:
  - Efficiencies and operational effectiveness
  - Revenue diversification strategies
CHALLENGING FINANCIAL CONTEXT
External pressures increasing expenses and limiting revenues

FINANCIAL LEVERS

Expense Pressures
• Mandatory salary increases for represented employees
• Salary Competitiveness
• Student Success programmatic needs

Expense management
• Zero-based budgets for administrative units
• Business process redesign and technology
• Lean staffing levels
• Academic allocations driven by enrollment and research productivity

Limited Revenue Levers
• Tuition Freeze without recurring state buyout under Governor Brown
• Resident UG enrollment underfunded
• Non-resident tuition Increase at risk
• Non-resident enrollment capped
CHALLENGING FINANCIAL CONTEXT

Revenue Opportunities

Impact Delivered since FY12
• Masters Revenue has increased by $45M
  o FY12 -- $26M
  o FY19 -- $71M and project FY20 $80M
• Endowment Value has increased by almost $1.2B and generating over $48M in annual operating income
  o FY12 -- $555M
  o FY19 -- $1.7B

New Opportunities
• Achieve Non-resident targets
• Academic Innovation (SAPD)
• Industry partnerships
• Fundraising campaign
• Real Estate income
**CHALLENGING FINANCIAL CONTEXT**

Undergraduate Enrollment Outpaces State Funding
Per Student Funding Gap

Undergraduate CA Resident* FTE Budget Shortfall

- **2017/18**
  - UG CA Resident: 23,257
  - OP Budgeted: 22,972
  - Budget Shortfall: 285 @ $11.5K = $3.3M

- **2018/19**
  - UG CA Resident: 24,643
  - OP Budgeted: 23,657
  - Budget Shortfall: 986 @ $11.5K = $11.3M

Sources: Actuals per Nov RBT1 submissions. 2018/19 per prelim estimate used for Q3 CFO. Budgeted Enrollment taken from Presidential Allocation communication (Nov 2018).
Undergraduate applications have more than doubled between 2008 and 2018.

In response, overall UG enrollment has grown almost 35% in the same time period.

Number of new students increased almost 60% to 9,835.

Fall 2018 freshman enrollment yield of 23%, higher by 3% than past trends.

Meeting this growth requires investments in faculty, advising, student services, academic infrastructure and housing.
UNDERGRADUATE ENROLLMENT

- Resident enrollment leveling with increase in nonresident % back to cap
- Must achieve enrollment targets. Significant reliance on non-resident enrollment income
- Non-resident enrollment cap limits a major source of revenue growth

Sources: November 2018 FTE OP Reporting and Prelim IRO input for 18/19. 2019/20 FTE is based on Aug 2018 IRO Multiyear submission to UCOP. 2020/21 – 2022/23 reflect flat resident enrollment with increase of NRE to get back to benchmark. Figures reflect FWS FTE.
GRADUATE ENROLLMENT

- Growing academic and self-supporting masters
- Graduate Ph.D.’s growth needed to keep pace with UG

**Sources:** November 2018 RBT1 submission and Prelim IRO input for 18/19. 2019/20 to 2022/23 based on Aug 2018 IRO Multiyear submission to UCOP with adjustment in PhD. Figures reflect FWS + Summer FTE.
INVESTING IN LADDER RANK FACULTY

Reducing Student:Faculty Ratio

Faculty Growth Plan:
• UC San Diego is adding between 150-200 net new LRF FTE between 2017 and 2022, contingent on funding availability, to get to a SFR of 29:1, bringing it more in line with UCLA/UCB/UCD Ave.
• SFR for total faculty is projected to be at 24:1 compared to the SFR target of 19:1

Challenged by:
• Competitive recruitment market for the highest quality faculty
• Limited State resources, cap on non-resident enrollment and risk of prolonged tuition freeze

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<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>Student FTE 1</td>
<td>34,193</td>
<td>36,192</td>
<td>36,925</td>
<td>37,005</td>
<td>37,164</td>
<td>37,397</td>
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<tr>
<td>Filled LRF FTE 2</td>
<td>1,080</td>
<td>1,102</td>
<td>1,147</td>
<td>1,194</td>
<td>1,240</td>
<td>1,284</td>
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<tr>
<td>Student to Filled LRF Ratio</td>
<td>31.7</td>
<td>32.8</td>
<td>32.2</td>
<td>31.0</td>
<td>30.0</td>
<td>29.1</td>
</tr>
<tr>
<td>Total Faculty FTE 3</td>
<td>1,353</td>
<td>1,379</td>
<td>1,425</td>
<td>1,471</td>
<td>1,517</td>
<td>1,561</td>
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<tr>
<td>Student to Total Faculty Ratio</td>
<td>25.3</td>
<td>26.2</td>
<td>25.9</td>
<td>25.2</td>
<td>24.5</td>
<td>24.0</td>
</tr>
</tbody>
</table>

1 Total General Campus and SIO, excludes Summer. Includes Self-Supporting Masters.
2 Includes filled and projected filled ladder-rank faculty General Campus and SIO
3 Includes LRF, temp faculty and Associate-in
**INDIRECT COST RECOVERY**

Revenue Sharing Model

($Millions)

- Academic VC receives 50% of incremental ICR generated
- Healthy ICR income growth projected over coming years

### INDIRECT COST RECOVERY - Revenue Sharing Model

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<tr>
<th></th>
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<tbody>
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<td>Academic Affairs</td>
<td>64</td>
<td>67</td>
<td>63</td>
<td>62</td>
<td>66</td>
<td>65</td>
<td>65</td>
<td>73</td>
<td>12.9%</td>
</tr>
<tr>
<td>Health Sciences</td>
<td>118</td>
<td>117</td>
<td>116</td>
<td>122</td>
<td>127</td>
<td>133</td>
<td>141</td>
<td>148</td>
<td>5.7%</td>
</tr>
<tr>
<td>Marine Sciences</td>
<td>26</td>
<td>28</td>
<td>26</td>
<td>25</td>
<td>27</td>
<td>25</td>
<td>24</td>
<td>25</td>
<td>3.8%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$208</strong></td>
<td><strong>$211</strong></td>
<td><strong>$205</strong></td>
<td><strong>$209</strong></td>
<td><strong>$219</strong></td>
<td><strong>$224</strong></td>
<td><strong>$229</strong></td>
<td><strong>$247</strong></td>
<td><strong>7.5%</strong></td>
</tr>
</tbody>
</table>

*2018/19 Estimated Actual is projected at $236.2M or $7M above budget, reflective of strong awards volume in expenditures pipeline. Healthy ICR growth projected over coming years.*
ACADEMIC INNOVATION
Strategic Academic Program Development

Objectives

• Enhanced educational experience and outcomes for our students
• Strengthened institutional reputation, nationally and internationally
• Revenue creation to sustain investment in the education and research enterprise

Year 1 Program Updates:

• To date, 7 varied proposals from RFP1 moving forward with institutional support; 4 further submissions still being assessed
• 4 pilot summer programs to be launched in summer 2019
• Current modeling predicts $55M in revenue

Principles

• Leveraging our collective abilities and coordinating our efforts; strengthening campus capabilities in key areas
• Using aligned incentives and support to enable units and faculty to participate and to champion change
• Maintaining department autonomy about whether and how to participate
• Requiring unit accountability by distributing both revenue and responsibilities
• Keeping strategic focus (fewer, bigger opportunities) and agility
• Supporting an experimental mindset as the program priorities and approach are refined

* Strategic Academic Program Development initiative.
1. Campus/VC split ramps to steady-state: Yr1: 11% Campus/79% VC; Yr2: 22% Campus/68% VC; 10% RTA.
2. RTA can reside in program if degree program, otherwise considered by EVC on case-by-case basis.
3. 50% minimum to Department; 7% maximum to Dean.

* Strategic Academic Program Development initiative.

ACADEMIC INNOVATION MODEL
Strategic Academic Program Development
Revenue Sharing Ramp Up

Yr 1
- 10% RTA
- 1% Dean
- 12% Academic Unit
- 11% Campus

Yr 2
- 10% RTA
- 7% Dean
- 61% Academic Unit
- 22% Campus

Max
Min

Yr 3
- 10% RTA
- 7% Dean
- 50% Academic Unit
- 33% Campus

RTA:
- For degree programs RTA can be utilized by the program for diversity and need based aid.
- For Non-degree programs use of RTA will be considered by the EVC on a case-by-case basis.

Dean:
- 7% reflect maximum Dean share which can be lower to provide stronger distribution to Unit.

Academic Unit:
- Unit to cover costs from revenue share.
- Ramp up shares reflect minimums which can be higher depending on Dean share.

Campus:
- Campus share phased in to assist start-up.
- Campus share will cover overhead.

UC San Diego
LEAN INFRASTRUCTURE
32% Productivity Improvement over 10 years

- Administrative Streamlining: reorganizations, shared service models
- Financial Simplification: Simplified Operating Fund implemented, new Chart of Account underway
- Business Process Reengineering: over 2,000 employees trained in lean 6-Sigma; on-going process reviews
- Technology: full Enterprise Renewal underway (Finance, HR, Students, Research) for $65 million one-time; subscription costs offset by staff reductions

2008-18 FTE Growth vs Workload Growth

- FTE Growth: 14.6%
- Workload Growth: 51.0%

(/student, research, revenues, beds, fundraising,...)

32% Productivity Gains
BUDGET ASSUMPTIONS

Subject to change until Governor signs the Budget Bill

• Revenues
  - Based on the Governor’s proposed budget for 2019/20\(^1\)
  - Slowing enrollment growth
  - Indirect Cost Recovery increases to approved IDC rate of 58%
  - No Systemwide Resident Tuition and Student Services Fee increase
  - Non-resident enrollment capped\(^2\)
  - Auxiliary Contributions (ASSA) increase 0.5% each year to 6.5% of revenue

• Expenses
  - Budgeted salary programs including market adjustment for Ladder Rank Faculty
  - Inflation increases related to facilities and OP assessment
  - Debt service for new academic buildings
  - Continued transition to market based utilities rates

• Empowering Academic Units through Revenue Sharing Programs
  - Indirect Cost Recovery Model
  - Strategic Academic Program Development (SAPD) including Self-Supporting Master’s, Online Master’s Degree, Concurrent Enrollment, Certificate Programs, and Non-Credit Courses

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1. Does not include $182M in recurring support funded only one-time in 2018/19 state budget.
2. Regents approved a 2.6% NRST increase at the May 2019 meeting projected to generate an additional $4.8M.
# CORE OPERATING REVENUES

<table>
<thead>
<tr>
<th>Source</th>
<th>18/19 Recurring</th>
<th>18/19 One-time</th>
<th>19/20 Recurring</th>
<th>19/20 One-time</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>$315.9</td>
<td>$30.0</td>
<td>$336.1</td>
<td>$0.0</td>
<td>Based on Governor Newsom’s proposed budget for 2019/20 which includes a partial Tuition and SSF replacement. Projections are inflated 3% going forward.</td>
</tr>
<tr>
<td>Tuition &amp; Fees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Estimated $18.2M in additional Tuition &amp; Fee revenues generated in 19/20 driven by UG enrollment growth and self-supporting fee revenues. Fee rates assume no increases in Tuition, NRST and the Student Services Fee. Includes PDST increases according to approved multi-year PDST plans.</td>
</tr>
<tr>
<td>UG Resident</td>
<td>725.4</td>
<td>-</td>
<td>743.6</td>
<td></td>
<td></td>
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<tr>
<td>UG Non-Res</td>
<td>296.4</td>
<td></td>
<td>303.0</td>
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<tr>
<td>Grad PhDs</td>
<td>259.6</td>
<td></td>
<td>262.3</td>
<td></td>
<td></td>
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<tr>
<td>Masters</td>
<td>59.4</td>
<td></td>
<td>56.9</td>
<td></td>
<td></td>
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<tr>
<td>Professional</td>
<td>70.6</td>
<td></td>
<td>79.9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>234.7</td>
<td>-</td>
<td>246.5</td>
<td></td>
<td>Includes newly negotiated IDC Rate increase ramped up to 58% and incorporates the ~30% increase in federal/industry YTD awards.</td>
</tr>
<tr>
<td>Other Core Revenues</td>
<td>124.1</td>
<td>-</td>
<td>137.3</td>
<td></td>
<td>Auxiliary Dividends, Endowment Cost Recovery, UC General Funds, OP assessment</td>
</tr>
<tr>
<td>Fundraising Resources</td>
<td>7.3</td>
<td>-</td>
<td>10.1</td>
<td></td>
<td></td>
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<tr>
<td>TOTAL</td>
<td>$1,400.1</td>
<td>$30.0</td>
<td>$1,463.5</td>
<td>$0.0</td>
<td>$63.4M Recurring funds Increase</td>
</tr>
</tbody>
</table>

Note: Figures are from CFO Q3 Report
VICE CHANCELLOR
BUDGET PRESENTATIONS
STRATEGIC DISCUSSIONS

- Proposed Investments
- Five Year Outlook
- Capital Program Update
PROPOSED SELECT STRATEGIC INVESTMENTS

• Proposed recurring investments include instructional and student success support:
  - Faculty and Teaching Assistant FTE
  - Academic advising in departments and colleges
  - Seventh College infrastructure startup

• Proposed one-time investments include:
  - Faculty hiring and start-up funds
  - Research & academic infrastructure upgrades and equipment
  - Institutional support: technology upgrades, animal care facilities inspection readiness, campus planning studies, electric vehicles
## 2019/20 NEW APPROVED FUNDING

<table>
<thead>
<tr>
<th>By Unit 2019/20</th>
<th>Approved</th>
<th>One-time</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Affairs</td>
<td>$9.3</td>
<td>$7.4</td>
<td>Temporary faculty hires ($7.4M), 13 FTE Departmental Support ($1.2M), 5.0 FTE Seventh College ($905K), 3.0 FTE Academic Integrity ($279K), Commons $1.4M includes $334K for 3.0 FTE Increase impact of student success, 12.0 Additional FTE for Student Affairs and academic counseling ($1.25M), 1.0 FTE to ensure regulatory compliance, reduce risk 1x for 3 yrs at $172K per year or until internal resources are identified (2nd of 3 yr),</td>
</tr>
<tr>
<td>Health Sciences</td>
<td>-</td>
<td>3.3</td>
<td>Student Research Training ($140K/year for 5 yrs), Memory Disorders Clinic ($475K), Advanced Cytometry ($1M), Neurobiology of Need ($500K/year for 5 yrs), URM faculty development ($50K/year for 5 yrs), URM faculty hire and startup, Ctr for Interpersonal Communication ($300/year for 5 yrs)</td>
</tr>
<tr>
<td>Marine Sciences</td>
<td>-</td>
<td>2.7</td>
<td>All one time - Faculty Startup Support for additional Joint Hires ($250K), Marine Conservation Facility ($1.3M), Seaport Village Industry Center ($300K) Seaport Village Aquarium and Learning Center ($233K), Hydraulic Laboratory and Wave Pool Build Out ($600K), Ocean Innovation and Industry Center Seaport Planning ($300K)</td>
</tr>
<tr>
<td>Equity, Diversity and Inclusion</td>
<td>0.2</td>
<td>0.2</td>
<td>Resource Centers Programming recurring ($100K), Latinx/Chicanx Academic Excellence Initiative media campaign ($190K) Raza Resource Center 1.0 FTE Achievement Counselor recurring ($131K)</td>
</tr>
<tr>
<td>Research Affairs</td>
<td>0.4</td>
<td>2.3</td>
<td>1.0 FTE Compliance Analyst ($125K), CT.gov software ($25K), SOPHIA Implementation (patent tracking, royalty distribution modules) ($30K), On going SOPHIA software costs ($30K), SOPHIA salary support ($125K), Compliance operations investigations ($130K). AALAC Accreditation occurs once every 3 years Animal Care Program ($2.0M)</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>0.6</td>
<td>0.4</td>
<td>Grad Student Case Mgr (1.0 FTE, $102.3K); Restorative Justice Peer Advocates (Pilot) - $60K, National Conflict Resolution (up to $134K/year for 5 yrs with after Endowment); Transfer Student Success Coordinator (1.0 FTE, $113.6K); Transfer Student Success Peers ($104K); Student Veterans Operations Specialist (1.0 FTE, $102.3K); Student Veterans Student Leads ($62K); International Peer Success Coaching Pilot ($84K); Winter TritonFest ($116K)</td>
</tr>
<tr>
<td>Advancement</td>
<td>0.2</td>
<td>2.0</td>
<td>New request for Celebration Event ($2M), 2.0 FTE for additional industry engagement for Biological Sciences and International Students ($188K)</td>
</tr>
<tr>
<td>Resource Mgmt &amp; Plng</td>
<td>0.7</td>
<td>0.8</td>
<td>1.0 FTE Fire inspector ($133.5K) and 1.0 FTE Continuity Planner ($129K) On-going waste and recycling ($175K) School of Medicine and Campus Trail System Planning Studies ($450K and $300K respectively)</td>
</tr>
<tr>
<td>Chief Financial Officer</td>
<td>0.2</td>
<td>5.8</td>
<td>UCSB business and technical costs for UC Path implementation ($5.6M), Real Estate Analyst ($150K), Fleet Renewal - 3 new vehicles ($100K) HR - Strategic Plan Review ($100K)</td>
</tr>
<tr>
<td>ITS</td>
<td>0.3</td>
<td></td>
<td>Software support/ license cost increases ($250K - $791K Total recurring per year for two years, $291K in third year), includes Gradescope Software Campuswide Box Split</td>
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<tr>
<td>Office of The Chancellor</td>
<td>1.0</td>
<td>1.8</td>
<td>Campus Commencement $1.1M in one time, Marketing and Communications function ($427K), Campuswide marketing/branding ($650K), OPHD Hiring Plan ($464K)</td>
</tr>
<tr>
<td>Grand Total</td>
<td>$12.8</td>
<td>$26.6</td>
<td></td>
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23
## 5-YEAR PROJECTED COMMITMENTS*

<table>
<thead>
<tr>
<th>By Unit</th>
<th>2019/20</th>
<th>2020/21</th>
<th>2021/22</th>
<th>2022/23</th>
<th>2023/24</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Academic Affairs</strong></td>
<td>$56.1</td>
<td>$27.3</td>
<td>$37.7</td>
<td>$42.2</td>
<td>$37.7</td>
<td>$201.0</td>
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<td><strong>Health Sciences</strong></td>
<td>22.4</td>
<td>15.0</td>
<td>18.3</td>
<td>15.6</td>
<td>17.1</td>
<td>88.4</td>
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<td><strong>Marine Sciences</strong></td>
<td>5.1</td>
<td>2.6</td>
<td>2.7</td>
<td>2.6</td>
<td>2.7</td>
<td>15.8</td>
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<tr>
<td><strong>Equity Diversity &amp; Inclusion</strong></td>
<td>0.5</td>
<td>1.0</td>
<td>0.8</td>
<td>0.1</td>
<td>0.1</td>
<td>2.5</td>
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<tr>
<td><strong>Research Affairs</strong></td>
<td>6.8</td>
<td>4.2</td>
<td>1.4</td>
<td>2.6</td>
<td>1.3</td>
<td>16.3</td>
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<td><strong>Student Affairs</strong></td>
<td>2.8</td>
<td>1.3</td>
<td>2.8</td>
<td>2.8</td>
<td>3.4</td>
<td>13.1</td>
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<td><strong>Advancement</strong></td>
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<td>7.6</td>
<td>2.6</td>
<td>2.6</td>
<td>28.6</td>
</tr>
<tr>
<td><strong>Resource Mgmt &amp; Plng</strong></td>
<td>8.0</td>
<td>8.9</td>
<td>13.0</td>
<td>16.3</td>
<td>3.8</td>
<td>50.0</td>
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<tr>
<td><strong>Chief Financial Officer</strong></td>
<td>8.6</td>
<td>4.5</td>
<td>2.9</td>
<td>2.2</td>
<td>2.5</td>
<td>20.7</td>
</tr>
<tr>
<td><strong>Office of The Chancellor</strong></td>
<td>4.2</td>
<td>0.5</td>
<td>0.5</td>
<td>0.5</td>
<td>0.5</td>
<td>6.2</td>
</tr>
<tr>
<td><strong>Campus Capital/Facilities</strong></td>
<td>4.5</td>
<td>3.9</td>
<td>8.3</td>
<td>17.5</td>
<td>0.0</td>
<td>34.2</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td>$127.1</td>
<td>$76.9</td>
<td>$96.0</td>
<td>$105.1</td>
<td>$71.9</td>
<td>$477.0</td>
</tr>
</tbody>
</table>

* This includes all 2019/20 new funding requests, prior years’ multi-year one-time commitments, projected revenue growth sharing with Academic VCs, annual compensation increases, SFA, OP assessment, and other misc. items. ITS is included in CFO numbers.
FIVE-YEAR BUDGET OUTLOOK

<table>
<thead>
<tr>
<th>Revenues (in millions)</th>
<th>2019/20</th>
<th>2020/21</th>
<th>2021/22</th>
<th>2022/23</th>
<th>2023/24</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Appropriations</td>
<td>$336.1</td>
<td>$343.5</td>
<td>$351.6</td>
<td>$360.3</td>
<td>$369.5</td>
<td>3% Base budget increase from State in 2018/19 and thereafter.</td>
</tr>
<tr>
<td>Tuition &amp; Fees</td>
<td>$743.6</td>
<td>$759.1</td>
<td>$775.5</td>
<td>$790.1</td>
<td>$804.8</td>
<td>Estimated $18.2M in additional Tuition &amp; Fee revenues generated in 19/20 driven by UG enrollment growth and self-supporting fee revenues. Fee rates assume no increases in Tuition, NRST and the Student Services Fee. Includes PDST increases according to approved multi-year PDST plans.</td>
</tr>
<tr>
<td>UG Resident</td>
<td>$303.0</td>
<td>$299.4</td>
<td>$297.0</td>
<td>$296.4</td>
<td>$299.1</td>
<td></td>
</tr>
<tr>
<td>UG Non-Res</td>
<td>$262.3</td>
<td>$267.1</td>
<td>$276.2</td>
<td>$281.2</td>
<td>$288.8</td>
<td></td>
</tr>
<tr>
<td>Grad PhDs</td>
<td>$56.9</td>
<td>$59.0</td>
<td>$61.2</td>
<td>$63.3</td>
<td>$64.5</td>
<td></td>
</tr>
<tr>
<td>Masters</td>
<td>$79.9</td>
<td>$89.5</td>
<td>$94.8</td>
<td>$100.7</td>
<td>$102.1</td>
<td></td>
</tr>
<tr>
<td>Professional</td>
<td>$41.5</td>
<td>$44.1</td>
<td>$46.4</td>
<td>$48.5</td>
<td>$50.3</td>
<td></td>
</tr>
<tr>
<td>Indirect Cost Recovery</td>
<td>$246.5</td>
<td>$257.3</td>
<td>$268.8</td>
<td>$280.4</td>
<td>$291.4</td>
<td>Includes newly negotiated IDC Rate increase phased up to 58% and incorporates the ~30% increase in federal/industry YTD awards.</td>
</tr>
<tr>
<td>Other Core Revenues</td>
<td>$137.3</td>
<td>$150.8</td>
<td>$158.3</td>
<td>$168.4</td>
<td>$207.1</td>
<td>Auxiliary Dividends, Endowment Cost Recovery, UC General Funds, OP assessment.</td>
</tr>
<tr>
<td>Commitments</td>
<td>$1,463.5</td>
<td>$1,510.7</td>
<td>$1,554.2</td>
<td>$1,599.2</td>
<td>$1,672.8</td>
<td></td>
</tr>
<tr>
<td>Base plus proposed funding increases</td>
<td>$1,435.1</td>
<td>$1,507.9</td>
<td>$1,578.4</td>
<td>$1,657.5</td>
<td>$1,711.0</td>
<td>Includes existing base budget plus forecasted compensation increase, OP assessment, facilities financing and recurring commitments.</td>
</tr>
<tr>
<td>Operating Surplus/(Deficit)</td>
<td>$28.4</td>
<td>$2.8</td>
<td>(24.2)</td>
<td>(58.3)</td>
<td>(38.2)</td>
<td></td>
</tr>
</tbody>
</table>

Source: 10 Year Plan and 2019-20 Budget Package
PROJECTS IN CONSTRUCTION

1. Nuevo West (2020)
2. Nuevo East (2020)
4. Light Rail Transit/Voigt Drive Improvements (2021)
5. NTPLLN (2020)

Innovation and Cultural Hub located Downtown – not shown
PROJECTS IN DESIGN

1. Franklin Antonio Hall
2. Design & Innovation
3. Pepper Canyon West Upper Division Housing
4. Triton Pavilion
5. Future College
6. Marine Conservation and Technology Facility
7. 7th College (Renovations)
PROJECTS IN PLANNING/FEASABILITY

1. Main Gym Renovation
2. Canyonview Renovation
3. Voigt (P701) Parking Structure
4. Viterbi Vision Center and Shiley Eye Institute
5. Hotel/Conference Center
6. Science Research Park
7. Faculty/Staff Housing
8. South Mesa Grad Housing
9. Extension Site – Housing
10. Marshall Lowers – Housing
11. Pepper East – Housing
12. Biomed Research Facility 3
Projects being considered or in study, design and/or construction:

1. Ridge Walk phase 1
2. Ridge Walk phase 2
3. North Torrey Pines Living & Learning
4. Revelle Plaza
5. Future College
6. Triton Pavilion
7. RTP / Light Rail Transit Pepper Canyon
8. Geisel Public Realm
9. Warren Mall
Phase 1 – Outpatient Pavilion and Parking
- 200-220K GSF Facility
- 2,000 Parking Spaces
- Currently in Programming
- 2023 Completion
Thank You!