

COMMITTEE ON PLANNING & BUDGET (CPB)
MINUTES
OCTOBER 28, 2025

PRESENT:

David Oglesby, Earth & Planetary Sciences, CPB Chair
Vyjayanthi Chari, Mathematics, CPB Vice Chair
Richard Debus, Biochemistry
Anthony Grubestic, School of Public Policy
Cathy Gudis, History
Steven Helfand, Economics
Cong Liu, Electrical & Computer Engineering
Scott Pegan, Biomedical Sciences

ABSENT:

Bahman Anvari, Bioengineering
Meng Chen, Botany & Plant Sciences
Hyun Hong, Area of Accounting
Liz Przybylski, Music
Jade Sasser, Gender & Sexuality Studies

Chair David Oglesby called the meeting to order at 11:05am.

CPB members voted unanimously to approve the October 21 meeting minutes.

COMMITTEE DISCUSSION

Chair Oglesby mentioned that UCR has a number of upcoming administrative searches, including for: the UCR Director of Athletics, Associate Vice Chancellor/Chief Communications and Marketing Officer, Vice Chancellor of University Advancement, and the Vice Chancellor for Planning, Budget and Administration (VCPBA). With respect to the VCPBA Search: Chair Oglesby indicated that while the proceedings of the Search Committee would be confidential, a current CPB member may be selected to serve on it, bringing relevant expertise.

[CAMPUS REVIEW ITEM] *PROPOSED CHANGES TO GOALS OF UNDERGRADUATE EDUCATION IN ACADEMIC CATALOG (P. 67)*

CPB did not see any budget-related red flags and has no objections to the proposed changes to undergraduate education goals in the Academic Catalog.

[CAMPUS REVIEW ITEM] *FEDERALLY REQUIRED CHANGES TO THE POLICY AND PROCEDURES FOR RESPONDING TO ALLEGATIONS OF RESEARCH MISCONDUCT, POLICY #529-9000*

CPB did not see any budget-related red flags and has no objections to the proposed policy revisions.

[CAMPUS REVIEW] REPORT REVIEW: *DRAFTS OF UCR'S WASC SELF-STUDY AND INSTITUTIONAL REPORT FOR REAFFIRMATION*

CPB reviewed the drafts of UCR's accreditation self-study and institutional report. CPB did not see any budget-related red flags and looks forward to enhancing its role in the UCR budget process by increasing engagement with the Campus Finance Committee to analyze and discuss all major budgetary issues at UCR—including (as the report identifies) “modifications to the campus budget model, distribution of new funding in years of surplus, allocation of budget reductions in years of shortage, adjustments to external and internal rates, and capital investment priorities.” (Page 45 of the report)

MEET WITH INTERIM VCPBA & EXECUTIVE DIRECTOR OF FPA

Interim VCPBA Sandra Kim provided an overview of their priorities since joining the campus in mid-April, highlighting the need to manage new student enrollment, support the accreditation process, and advance the UCR Health clinical expansion plan. They acknowledged the challenges of navigating complex dynamics in the federal and state landscapes while maintaining focus on delivering strategic goals and daily educational services at UCR.

When discussing strategies for improving communication about campus budget planning and financial information, Interim VCPBA Kim emphasized the need to package complex financial information in a user-friendly way, suggesting regular updates at key budget cycle milestones and potentially creating a schedule for budget-related communications to the campus.

With respect to increasing engagement and transparency of financial matters at UCR, Chair Oglesby inquired about plans to improve budget information availability, such as quarterly newsletters and data dashboards. Stephanie Flores (Executive Director of FPA) confirmed that the newsletters and data dashboard are in progress. Chair Oglesby proposed developing a data dashboard similar to UC Davis's IR site to provide top-level budget numbers with drill-down capabilities. UC Davis's budget process/model was discussed more at length. At UC Davis, executive committee chairs meet with deans and provosts, and their feedback is reported to the UC Davis CPB. CPB members emphasized the importance of faculty engagement and communication at UCR to prevent disengagement and misunderstandings.

Interim VCPBA Kim provided context on the complexity of budget allocation and the need for proper planning, mentioning ongoing work on forecasting and operating models. The Chancellor's upcoming budget review process was discussed, emphasizing the need for a deep dive into expense allocation and planning exercises. Interim VCPBA Kim noted that staffing constraints were a significant challenge in implementing new initiatives.

The discussion then shifted to the challenges of increasing costs in graduate education, with Interim VCPBA Kim explaining that they redirected the fellowship program to schools and colleges, allocated \$7 million to the Graduate Student Support Program, and are working with the Provost to address fixed cost increases while facing limited state funding and budget constraints. There is significant concern with budget constraints and strategies to address rising costs, particularly related to UAW contracts and TAs. Interim VCPBA Kim explained that while

the university is managing within existing constraints, there may be inefficiencies and underinvestment that need to be identified through the budget review process. CPB members raised questions about decentralizing fellowships to colleges, but Interim VCPBA Kim noted that this flexibility doesn't directly address the structural issue of affording enough TAs. Interim VCPBA Kim described the Chancellor's methodical approach to increasing transfers and out-of-state students to improve the bottom line, including plans to hire recruiters and have senior leadership promote the campus during yield events.

Interim VCPBA Kim explained that while UCR isn't living paycheck to paycheck, it operates on a year-to-year basis, with budget swings of \$1-2 million having significant impacts on staffing decisions. Interim VCPBA Kim noted that graduate student support is a priority, particularly for existing students; and while the planning model was recently dusted off for accreditation purposes, it needs refinement for better future planning. Graduate student enrollment is projected to remain relatively flat, with potential growth in master's programs, though funding for graduate students hasn't been received from the state since 2012.

Regarding UCR's infrastructure needs, enrollment projections, and budget planning, Interim VCPBA Kim highlighted the need to address deferred maintenance and improve IT infrastructure while managing growth in undergraduate and graduate student populations. CPB members raised concerns about the sustainability of TA funding and the potential impact on graduate programs. CPB and Interim VCPBA Kim/Stephanie Flores agreed to discuss graduate education and financial planning more at length in subsequent meetings. Stephanie Flores said she would send a draft of the fall budget newsletter to Chair Oglesby for CPB's review prior to campus distribution; and reiterated that the FPA website would be improved to include budget information/an annual budget snapshot of UCR operations. Interim VCPBA Kim and Stephanie Flores would also provide CPB statistics on classroom/academic space metrics at a future meeting.

After Interim VCPBA Kim and Stephanie Flores left the meeting, CPB members agreed that the committee would need to determine how to best provide budgetary advice to the administration and when would be the most useful time for this input.

The meeting was called to a close at 12:35pm.