



**2021**

**UC DAVIS**  
STUDENT AFFAIRS

# STUDENT AFFAIRS

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## ANNUAL BUDGET PRESENTATION

**PABLO REGUERÍN**

Vice Chancellor for Student Affairs

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## INTRODUCTION – RESILIENCE

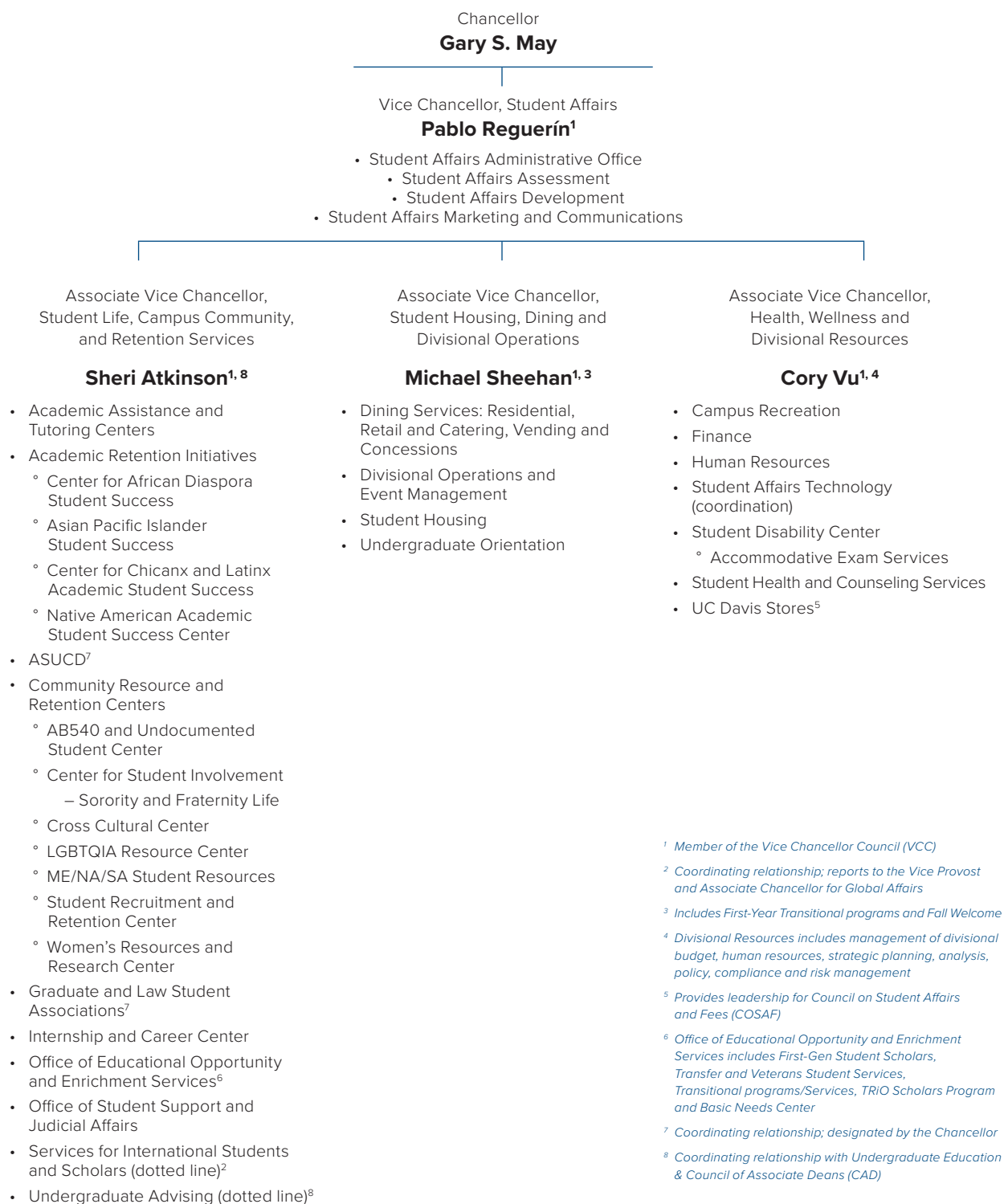
The 2020-21 Division of Student Affairs (SA) budget presentation highlights the resiliency, adaptability and effectiveness of the division in providing valuable student-centered services during unprecedented times. Our exceptional staff faced the serious challenges from COVID-19 head on, redesigning their programs to meet student needs, adopting procedures and processes to better serve students and continuing to be innovative with an unwavering focus and commitment to student safety, wellness and success.

During the pandemic, SA staff exemplified inspirational resiliency and dedication to serving students. Student Health and Counseling Services (SHCS) remained on the forefront, helping to establish a nationally recognized asymptomatic testing program and shaping the campus's approach and response to evolving COVID-19 requirements. Student Housing and Dining Services (SHDS) implemented rapid safety measures for students living in on-campus housing during campus lockdown and created the Isolation and Quarantine Housing Program that provided nearly 400 isolation and quarantine beds to help protect the campus and Davis community by preventing further exposure to COVID-19. Whether part of Student Life, Campus Community, Retention Services, Campus Recreation, Campus Bookstore or Student Disability Center, every SA unit shifted seamlessly to remote programming to support our students.

Dealing with the pandemic over the last year has had profound effects on UC Davis in general and SA specifically. The impacts of this are widespread and resonate through every aspect of this presentation. While the following sections in no way detail every accomplishment, impact or change taken to support and to keep students safe, they do highlight some of the mammoth efforts of SA staff to deal with the pandemic and show the division's everlasting commitment to students and their success. Even in the most challenging of times, SA remains resilient and devoted to those we serve and the broader community.



# ORGANIZATIONAL CHART



<sup>1</sup> Member of the Vice Chancellor Council (VCC)  
<sup>2</sup> Coordinating relationship; reports to the Vice Provost and Associate Chancellor for Global Affairs  
<sup>3</sup> Includes First-Year Transitional programs and Fall Welcome  
<sup>4</sup> Divisional Resources includes management of divisional budget, human resources, strategic planning, analysis, policy, compliance and risk management  
<sup>5</sup> Provides leadership for Council on Student Affairs and Fees (COSAF)  
<sup>6</sup> Office of Educational Opportunity and Enrichment Services includes First-Gen Student Scholars, Transfer and Veterans Student Services, Transitional programs/Services, TRIO Scholars Program and Basic Needs Center  
<sup>7</sup> Coordinating relationship; designated by the Chancellor  
<sup>8</sup> Coordinating relationship with Undergraduate Education & Council of Associate Deans (CAD)

## 2020–21 DIVISIONAL HIGHLIGHTS

Some highlights for the Division of Student Affairs in 2020–21 include:

- Comprehensively supported students during distance instruction due to COVID-19 in all areas within Student Affairs, including housing and dining services, health and wellness, mental health, disability accommodations, community resources, textbooks, basic needs, internship and career support, academic assistance, tutoring and many others.
- In partnership with the campus, SHCS implemented a COVID-19 asymptomatic testing program, provided case investigation and contact tracing for the entire UC Davis community (students, faculty and staff) and launched a COVID-19 vaccine clinic serving the UC Davis and city community.
- Provided \$400,000 in grants to 6,800 students, supporting local Davis businesses as part of the Healthy Davis Together Initiative.
- Provided emergency shelter options for students in crisis (\$25k), comprehensive Rapid Rehousing Program (\$300k), needs based rental subsidies (\$80k), CalFresh equivalent program to support undocumented and AB540 students (\$150k), Grocery Card Program (\$30k), Emergency Meal Swipes Program (\$30k), basic needs grants (\$485k) and Educational Opportunity Program/Guardian Scholars Program grants (\$50k) through the Aggie Compass Basic Needs Center.
- In support of COVID-19 compliance and remote instruction, the Office of Student Support and Judicial Affairs (OSSJA) managed 543 COVID-related individual student referrals, 26 student group referrals, 2,824 reported cases of academic misconduct (an increase of 110% from the same period the previous year) and assisted and addressed 1,936 reported cases of students in distress (an increase of 9% from the same period the previous year).
- In response to the campus lockdown in March 2020, SHDS successfully moved 4,500 students living in residence halls back home and consolidated and cared for 1,500 students in single occupancy room configurations.
- Working in partnership with SHCS, SHDS developed on-campus Isolation and Quarantine Housing for all UC Davis students. This service provides housing, meals and 24-hour support for any UC Davis student who tests positive (Isolation) or has risk of potential exposure (Quarantine) to the COVID-19 virus. As of March 2021, approximately 400 students have been provided with I/Q housing services.
- Due to reduced business need, Dining Services reassigned over 100 utility and culinary staff between July 2020 and March 2021, avoiding significant staff layoffs. This effort was a direct result of strong collaboration between the SHDS HR unit, campus HR (TAM and TES) and the departments providing temporary work. Dining Services quickly converted to a To-Go only service model in all open units, implemented a food delivery system to support our I/Q guests food service needs and opened the new Sage Market and Café to serve The Green and West Village neighborhood.



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## 2020–21 DIVISIONAL HIGHLIGHTS *(continued)*

- The Orientation program quickly adjusted to a remote program and successfully delivered the information needed in the areas of academics, finances, campus life, safety and wellness and others to our incoming students.
- SA Human Resources processed over 200 Vacancy Management Committee requests from March 2020–March 2021, over 1,500 COVID Leave requests for staff and student employees and created a Student Temp Pool to help campus departments with any urgent, temporary COVID-19 related projects.
- The Campus Bookstore launched the Equitable Access Program designed to reduce inequity among students by eliminating course material access issues while ensuring that costs are predictable and equal for all undergraduate students. Since fall 2020, the Equitable Access Program has increased the number of students with access to all required textbooks by 15,842 students.
- The Student Disability Center launched My SDC Online, a records management and accommodation notification system, improving the experiences of students, faculty and staff.
- SHCS coordinated and staffed seven weeks of flu clinics for students, staff and faculty, implemented virtual medical and mental health visits to provide access for students participating remotely and provided free shipping of medications to students.
- SHCS achieved the Health Equity Index leader status for the second year in a row, awarded to health care facilities that are committed to LGBTQ patient-centered care.
- In partnership with the Department of Public Health Sciences, implemented the Aggie Public Health Ambassador Program, employing over 250 students whose role is to educate the campus community on safe public health practices relating to COVID-19.
- Opened the Recreation Pool Complex, which includes a recreation and competition pool, renovated locker rooms with gender-inclusive facilities and a sand volleyball court.
- Through the Craft Center, employed students to produce thousands of pieces of Personal Protective Equipment (face coverings and face masks) for UC Davis Health clinical staff during supply shortage early in the pandemic.
- The Academic Retention Initiatives quickly pivoted to provide comprehensive academic support to assist students in navigating distance learning during the pandemic in spring quarter 2020. From fall 2019 to winter 2020, the Academic Retention Initiatives provided over 27,000 engagements with students delivering holistic, culturally relevant academic advising, helping students navigate academic difficulty, and facilitating weekly community check ins.
- In collaboration with Finance, Operations and Administration Communications, Student Affairs Marketing and Communications led, implemented and deployed the comprehensive Campus Ready communications campaign for all UC Davis employees and students.

## BUDGET DEVELOPMENT

For SA, the budget process occurs at both the unit and leadership level and includes year-round budget discussions with individual units and SA Divisional Resources. The units evaluate their budget performance from the current year and work with SA leadership and Divisional Resources to outline budget needs for the next fiscal year. Budget planning objectives for the SA leadership team include:

- Prioritizing investment in high-impact practices that align to divisional priorities in student success, equity and sense of belonging.
- Developing a long-term financial plan for Student Services Fee (SSF), other campus-based fees and auxiliary funds emphasizing sustainability and flexibility.
- Developing and evaluating spending plans that align to divisional goals of thoughtful stewardship, collaboration and strategic investments across all fund sources, including current year, carryforwards and reserves.
- Implementing operational and programmatic strategies, which yield efficiency, eliminate redundancy and reduce costs.





# BUDGET SUMMARY FISCAL YEAR 2021–22

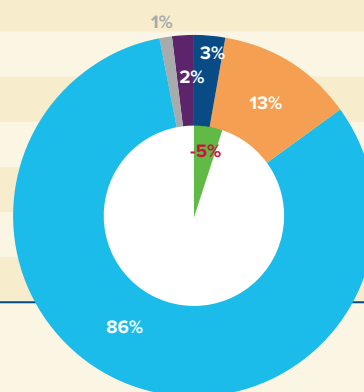
## SOURCES AND USES—BUDGET PROJECTION SUMMARY (dollars in thousands)

	State and UC General Funds	Student Service Fee Funds	Student Referendum Funds	Auxiliary Funds	Self Supporting and Other Misc Funds	Total Divisional Funds
<b>Sources</b>	\$ 7,515	\$ 24,571	\$ 42,438	\$ 147,975	\$ 20,986	\$ 243,485
<b>Uses</b>						
Salary and Benefits	5,171	25,223	20,627	62,994	13,517	127,532
Operating Expenses	1,642	2,626	10,542	71,251	8,282	94,343
Financial Aid	966	205	15		20	1,206
Debt Service		385	9,302	24,250		33,937
<b>Total Uses</b>	\$ 7,779	\$ 28,439	\$ 40,486	\$ 158,495	\$ 21,819	\$ 257,018
<b>Net Operating Sources and Uses</b>	\$ (264)	\$ (3,868)	\$ 1,952	\$ (10,520)	\$ (833)	\$ (13,533)

<b>Beginning Carryforward Balance</b>	\$ 1,771	\$ 11,483	\$ 52,233	\$ 8,151	\$ 2,678	\$ 76,316
Capital Improvements			(3,200)	(550)		(3,750)
<b>Ending Carryforward Balance</b>	\$ 1,507	\$ 7,615	\$ 50,985	\$ (2,919)	\$ 1,845	\$ 59,033

## BUDGET SUMMARY—CARRYFORWARD FUNDS (PROJECTED) (dollars in thousands)

■ General Fund Types <sup>1</sup>	\$ 1,507	3%
■ Student Service Funds <sup>2</sup>	7,614	13%
■ Student Referendum Funds <sup>3</sup>	50,986	86%
■ Auxiliary Funds <sup>4</sup>	(2,918)	-5%
■ Self Supporting, Other Misc	787	1%
■ Gifts and Endowments	1,057	2%
<b>Total Funds</b>	\$ 59,033	100%



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

<sup>1</sup> General Fund types include State General funds (\$857.6K), SAPEP funds (\$37.1K) and Student Basic Needs funds (\$608K).

<sup>2</sup> Student Service Funds include Student Service fees (\$7.6M) and Summer Session funds (\$40.5K).

<sup>3</sup> Student Referendum Funds include SASI funds (\$983K), FACE/LEEAP (\$12.4M), CEI Funds (\$25.4M), ASUCD funds (\$1.4M), Safety Fee Funds (\$2.4M), Memorial Union Fees (\$4.2M), GSA Funds (\$146.8K), SHIP Ins Admin funds (\$340K) and SHIP Ins (\$3.7M).

<sup>4</sup> Auxiliary Funds, Self-Supporting and Other Miscellaneous include Student Housing and Dining Services Funds ((\$7.6M)), ASUCD (\$1M) and UC Davis Stores (\$3.9M), and Event Services ((\$232K)).



## BUDGET SUMMARY (FISCAL YEAR 2021–22) *(continued)*

SOURCES OF FUNDS <i>(dollars in thousands)</i>		
■ General Funds Types <sup>1</sup>	\$ 7,515	3%
■ Student Services Funds <sup>2</sup>	24,571	10%
■ Student Referendum Funds <sup>3</sup>	42,438	17%
<b>Total General Funds and Student Fees</b>	<b>\$ 74,524</b>	
<b>Auxiliary, Self Supporting and Other Misc.<sup>4</sup></b>		
■ Student Housing	118,181	49%
■ UCD Stores	22,482	9%
■ ASUCD/Unitrans	6,100	3%
■ Campus Recreation	2,864	1%
■ Student Health	10,168	4%
■ Event Services	712	0%
■ Campus Overhead Funds	4,207	2%
■ Other Self Supporting	3,819	2%
■ Gifts and Endowments	428	0%
<b>Total Auxiliary, Self Supporting/Other</b>	<b>\$ 168,961</b>	
<b>Total Sources</b>	<b>\$ 243,485</b>	100%
Student Health Insurance Plan	\$ 44,470	

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

<sup>1</sup> General Funds types include State General Funds (\$4.6M), SAPEP Funds (\$396K) and Basic Needs funds (\$2.5M).

<sup>2</sup> Student Services funds include student service fees (\$19.9M), Summer Session fee (\$669K), Mental Health fee (\$4M).

<sup>3</sup> The student referendum funds include the CEI fee (\$7.6M), FACE/LEEAP fee (\$10.8M), MU fee (\$3.7M), SASI fee (\$1.4M), Health fee (\$6M), ASUCD/Unitrans fee (\$9.5M) and GSA (\$177K) and Safety Fee (\$1.9M).

<sup>4</sup> Student Affairs also manages \$168.9M of sales and service and auxiliary operations, which includes UC Davis Stores (\$22.5M), Student Housing and Dining Services (\$118.2M), ASUCD/Unitrans (\$6.1M), Student Health and Counseling Services (\$10.2M), Activities and Recreation Center (\$2.9M), Event Services (\$711.6K), Campus Overhead funds (\$4.2M) and Other Misc funds (\$3.8M).

USES OF FUNDS <i>(dollars in thousands)</i> <sup>1</sup>		
■ Salaries and Benefits	\$ 127,532	50%
■ Operating Expenses	94,343	37%
■ Financial Aid	1,206	0%
■ Debt Service	33,937	13%
<b>Total Uses</b>	<b>\$ 257,018</b>	100%
Capital Improvements	3,750	
<b>Total Uses, Including Capital</b>	<b>\$ 260,768</b>	
Student Health Insurance Plan	\$ 44,470	

*Student Affairs operational costs include staff, student salaries and benefits (\$127.5M), supplies and services (\$94.3M) and SHIP health insurance (\$44.5M). Debt Service payments of \$33.9M 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.*

*Freeborn Hall demolition (\$2M Safety Fee Fund). SHDS projects include Cuarto neighborhood road repairs estimated at \$550K and Unitrans Bus Electrification Infrastructure (\$1.2M CEI Funds).*

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# CAPITAL PROJECTS

## RECENTLY COMPLETED

- **The Green at West Village (Phase 1):** 1,000 beds were completed in the summer of 2020, and occupancy occurred fall 2020.
- **Equestrian Center:** Manzanita Pasture addition was completed in 2020.
- **Hutchison Field Lighting:** Retrofit to LED lighting was completed in 2020.
- **South Hall Front Porch:** Common lobby and hallway space were updated and completed in 2020.
- **Memorial Union:** ASUCD 3rd Floor renovation was completed in 2020.
- **Cowell Warehouse:** Admin renovation for SA Marketing and Communications and College Opportunity Program office spaces was completed in 2020.
- **Hunt Hall:** Accommodated Testing Center space improvements were completed in 2020.
- **Silo Roof and Seismic Work:** Re-roof, structural improvements; systems replacement and interior upgrade. Project was completed summer 2020.

## IN PROGRESS

- **Orchard Park Redevelopment:** Project has received approval from UC Regents. The project will provide 1,500 beds for graduate students, families and possibly undergraduates. The project is fully designed and tracking to begin construction spring of 2021. This is being delivered as a P3 with an estimated budget of \$333M. The targeted completion goal is 2023.
- **The Green at West Village (Phase 2):** The second phase for 2,300 beds is scheduled to be completed in summer 2021 for fall 2021 occupancy. This project is a P3 with a budget of \$575M.
- **Shasta Hall (Former Emerson Hall) Redevelopment:** The project will demo the current 500-bed structure and replace it with a new 809-bed structure. The project is on track to be completed by July 2021 for fall 2021 occupancy. This is a university-delivered project with a budget of \$109M.

- **Catering Kitchen:** Re-purpose the former Tercero Dining Commons bakery space to become a new catering kitchen. The space will allow the university to expand catering and be in compliance with policy 5402. Tracking for April 2021 completion. This is an in-house project being done by BMS with a budget of \$300K.
- **Tercero Water Intrusion:** Repair of construction defect in waterproofing. In progress on Live Oak; Hawthorn to begin in May (both completed by October 2021). Mahogany and Sequoia still to be completed. Both projects are estimated at \$4.8M for a total of \$9.6M. These projects are being funded by the water intrusion settlement.
- **Unitrans Bus Electrification:** Transition diesel fleet to an electric fleet. The first phase is \$3.5M.
- **Unitrans Diesel Tank Removal:** Remove diesel tank at a cost of \$270K.

## FUTURE

- **Freeborn Hall Demolition:** Student Affairs is transitioning all programs currently housed in the basement of Freeborn to new locations. Project has been placed on “pause” to allow for fiscal market corrections to take place that can support budget allocation. Additionally, the campus underground utility project in that corridor presented challenges for construction in that core neighborhood. Discussions are in process with Design and Construction Management (DCM) to determine cost estimates and optimal time for demolition.
- The API retention center does not have a physical center and we are seeking support to identify an appropriate space to house this center and offer a space for students.

# CHALLENGES AND OPPORTUNITIES

## Budget

SA auxiliary units, including SHDS, the Associated Students, University of California, Davis (ASUCD), UC Davis Stores, Campus Recreation and SHCS suffered significant revenue loss during the pandemic. To cover losses in revenue, units were forced to deplete their reserves, to borrow internal campus loans and to consider significant reductions in operational expenses, staffing and programs and services provided to students. In addition, SA faces considerable budgetary challenges from Phase 1 of the campus budget framework savings goals (\$1.5M) for the next several years and is working to identify efficiencies in our operations, business processes and campus agreements to meet the annual reduction targets. SA will consider all options to increase our budget viability and flexibility while continuing to focus on high-impact support to students, preserving employment and continued innovation/partnership across the campus. Uncertainty and potential continued negative fiscal impacts due to COVID-19 for the upcoming academic year provide substantial challenges

for budget and program planning, fiscal viability and flexibility and staff morale.

Moving forward with budget planning, we are taking a two-prong approach: 1) garner savings and reduce/control costs through efficiencies across our division and 2) targeted budgetary reductions with the lowest possible impact to direct student services and outcomes.

Under the area of increasing efficiency, we have a plan to restructure business processes in the Shared Services Organization, which will yield savings that we will apply to our budget reductions. Similarly, we are evaluating efficiencies at the divisional and departmental levels.

In the area of targeted budget reductions, we will be depleting core funding at the divisional level and have paid the FY21 Phase 1 targeted reduction year 1 amount through divisional funds. We are also assessing the carryforwards and will be evaluating base budget amounts to assign departmental reductions with the goal of minimizing direct impacts to students.





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## CHALLENGES AND OPPORTUNITIES *(continued)*

### Development

With ongoing budgetary challenges, identifying additional sources of revenue through development is critical to supporting student services and programs. SA is committed to garnering philanthropic support from Individuals, Foundations and Corporations in support of our overall mission and goals. Philanthropic support is a catalyst to strengthen and enhance the existing programs and initiatives already proven to support student success at UC Davis. Over the past year with new leadership and a new Director of Development, SA has reimagined the role philanthropy will play in the division moving forward. The first large change included the separation of scholarship fundraising, which is now completely housed in Enrollment Management under the Office of the Provost. This has allowed SA to redirect our focus on direct impact to the student experience. DEVAR and Student Affairs have revitalized their partnership starting with a strategic alliance between VC Keister and VC Reguerín. VC Reguerín will be presenting the newly developed Student Affairs case statement at the April DEVAR divisional meeting. This presentation will provide fundraisers across the campus with the information and case for giving to Student Affairs.

Through renewed partnership between the Director of Development and SA Leadership, the division has developed concrete fundraising pillars for the remainder of the UC Davis Comprehensive Campaign. The division strives toward a \$10M campaign goal focusing on three specific areas of student support: Fostering Healthy Living and Wellness, Advancing Equity and Inclusion and Propelling Change Makers in Every Field. Within these three pillars, we will have continued focus on support for mental health, student basic needs, equitable access and opportunities for increased student internships and student employment. Through increased strategic partnerships across campus with individuals, foundations and corporations, the division's goal is to raise \$1M in philanthropic support in the coming fiscal year.

### Mental Health

During fall quarter 2020, in the midst of the pandemic, approximately 60 percent of UC Davis students reported that their mental health had negatively impacted their academic performance. According to the UC Davis spring 2019 American College Health Association survey

results, UC Davis undergraduate students reported the top three negative impacts to their academic performance were stress (44.4%), anxiety (35.3%) and sleep difficulties (28.6%). In the same survey, 15.8% of undergraduate students indicated they seriously considered suicide anytime within the last 12 months.

Symptoms of mental health conditions remain high in college student populations, both before and after the start of the pandemic. Counseling Services plays an important role in promoting a healthy and safe community and campus. Investing in robust mental health services improves student success and retention. With financial support from the campus, SHCS is focused on hiring additional counselors (5 additional FTEs) and psychiatrists (2.5 additional FTEs) to lower the campus's counselor to student ratio to 1 per 1,000 and psychiatrist to student ratio to 1 per 6,500, as recommended by the University of California Office of the President. In addition, SHCS will hire an additional three counselor FTEs and .6 psychiatry FTE to those already mentioned to maintain the same counselor/psychiatrist ratio levels during normal staff attrition that occurs during the year. To hire these additional mental health providers, SHCS will deplete its Mental Health reserve funds and will require additional funding (\$200K) in 2021-22 and approximately \$3.7M annually moving forward to maintain the recommended student to counselor/psychiatrist ratios. With completion of these hires by fall 2021, the campus will make significant strides in improving mental health access and services for its students.

Ongoing financial support to maintain the same level of mental health access will be critical as counselor/psychiatrist staffing costs continue to rise. In August 2019, UPTe ratified the HX contract that increased counseling psychologist salaries by two percent at ratification and five percent per year for five years starting July 2020. The annual increased costs for counselor salaries and benefits (approximately \$2.3M during life of contract) due to accretion—and the additional counselor/psychiatrist hires needed to meet the student to counselor/psychiatrist ratios without a corresponding increase in mental health funding—will place significant pressure on SHCS to be able to maintain the same level of mental health staffing and access in the future.

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## SUMMARY OF BUDGET REQUESTS

### Freeborn Hall Demolition

Student Affairs has been charged with the planning and stewardship of Freeborn Hall. This facility sits on a “beach front” high visibility area of campus adjacent to the Memorial Union. KDVS will be moving to the Memorial Union, and this is the last occupant to be relocated from Freeborn Hall. The EPAC – SA (Executive Project Advisory Committee - Student Affairs) group that includes DCM and campus facilities experts have recommended that Freeborn Hall be demolished this summer. The criteria in the budget framework were reviewed by this team, and they recommended moving forward given the risk and costs associated with a fully vacant building:

- Escalation of demolition costs will continue to rise, and this summer we can still take advantage of lower construction costs. Timing of this decision could dramatically impact total costs;

- Currently, and even more so once the building is fully vacant, there is elevated risk in this seismically poor facility. There has already been some vandalism, small fires and need for fire and police intervention.
- Costs will continue for deferred maintenance, HVAC, electrical and fire systems;
- Given the high visibility area of the campus, there is an impact to our reputation and image.

We are proposing to demolish the building and replace it with grass and bike parking for now. The preliminary cost estimate is \$6-\$7 million dollars. Student Affairs has some resources to contribute, but we cannot cover the full costs and are proposing a cost split of \$3-3.5M from Student Affairs seismic funding and requesting \$3-3.5M from central campus funding.



## SUMMARY OF BUDGET REQUESTS *(continued)*

### Academic Retention Initiatives

Creating a campus that ensures all students have access to the resources they need to successfully complete their degrees is a priority for UC Davis and Student Affairs. The campus continues to work toward strategies that address the opportunity gap between first-generation, low-income and marginalized communities and the rest of the student population. While four-year graduation rates increased overall for our students, the gap between these communities grew. Student Affairs' Strategic Academic Retention Initiatives have been working hard to support students who are on academic probation

(AP) and subject to dismissal (SD), providing tutoring opportunities and workshops to holistically support students. There are many student needs and demands to address. In order to effectively implement retention strategies across all communities, additional staffing and infrastructure is needed. The staffing structure below will allow for scaling up services, enhancing proactive outreach to engage students prior to being on academic probation or subject to dismissal as well as implementing additional workshops, trainings and culturally relevant programs.

ACADEMIC RETENTION INITIATIVES			
Position	Center	Salary and Benefit Costs	
Executive Director, Strategic Academic Retention Initiatives	Academic Retention Initiatives	\$160,000	
Administrative Assistant III	Academic Retention Initiatives	\$80,000	
Associate Director	Center for Native American Academic Student Success	\$95,000	
Administrative Assistant III (.5FTE)	Center for Native American Academic Student Success	\$40,000	
Associate Director	Asian Pacific Islander Strategic Initiative	\$95,000	
Administrative Assistant III	Asian Pacific Islander Strategic Initiative	\$80,000	
<b>Total</b>		<b>\$550,000</b>	

Currently, we have an executive director that oversees the work of the Retention Initiatives; however, that person serves as a director for one of the four centers as well. An executive director position that does not also operate one center would allow for the development of long-term strategies, evaluation of those strategies and broader collaboration with key campus partners, such as Faculty Advisor to the Provost on Closing Student Opportunity Gaps. We have consulted with Kristin Lagattuta who has engaged with the centers and welcomed the idea of a partner in this role that provide increased coordination and strategies across the communities. The executive director would provide oversight and leadership for the four Retention Initiatives by providing coordination with campus partners, review research and scholarship on best practices for retention of marginalized communities and create a campuswide

strategy to address the opportunity/achievement gap. In addition, the development of the strategic retention centers were put on hold due to budget constraints which resulted in partially staffed Native American and Asian/Pacific Islander centers. We are requesting staffing support to fully fund the centers and increase the strategic leadership to maximize the impact and value to our students and campus. To address the opportunity gap and to explicitly align with strategic priorities of the Chancellor's Strategic Plan, ***the Division of Student Affairs requests that the campus contribute the salary and benefit costs (approximately \$550K) for 5.5 additional career full-time equivalent (FTEs) for the Academic Retention Initiatives positions listed in the above table. We are also seeking support in identifying space for the API center which does not currently have a physical center.***



## SUMMARY OF BUDGET REQUESTS *(continued)*

### Office of Student Support and Judicial Affairs

The Office of Student Support and Judicial Affairs (OSSJA) supports the university’s educational mission by upholding standards of academic honesty and responsible behavior, promoting student development and assisting students in need. OSSJA’s caseload to assist students in distress (Student Support/Case Managers) and to respond to student conduct (Judicial Affairs/academic and social misconduct) has increased steadily each year. So far this year (July 1, 2020 to March 16, 2021), there has been a 14% increase in cases. Student conduct has seen an increase of 106%. OSSJA also assumed responsibility for registered student organization conduct beginning in 2018-19 without additional staff support.

Student Affairs has funded two additional case managers to manage workload, as well as temporary staffing to cover a significant increase in academic misconduct cases, which have also provided much needed support. While the end of the pandemic may help reduce COVID-specific issues, the issues surrounding academic misconduct will likely remain along with increased student need for case managers. OSSJA is also facing greater expectations to document and maintain administrative records given the sensitive and potential litigious nature of its work. The increasing caseload and administrative responsibilities have limited OSSJA’s ability to develop and engage in proactive outreach and education. An additional staff position to manage the administrative workload would increase the efficiency of OSSJA’s operation and allow for more programming.

With non-clinical case manager caseload increasing by 30 percent per year and a backlog of approximately 700 academic misconduct cases, as well as the fact that the majority of the cases reported to OSSJA are initiated by academic departments and Dean’s Offices on campus, it is no longer sustainable for OSSJA to maintain the same level of service that is so highly valued and critical in supporting our students, staff and faculty. **To address the structural needs of OSSJA and to mitigate significant risks to the university, the Division of Student Affairs requests that the campus contribute the salary and benefit costs (approximately \$150K) for one additional career full-time equivalent (FTE) for an administrative officer position to reduce the administrative workload of our conduct officers and case managers and allow these staff to pursue more proactive efforts and one additional FTE non-clinical case manager (approximately \$110K) to address increase in caseload.**

### Mental Health

**To address the student mental health access needs on campus and to mitigate significant risks related to mental health to the university, the Division of Student Affairs requests one-time funding (approximately \$200K) to address the mental health fund structural deficit once carryforward funds are depleted in 2021-22 and ongoing funds (approximately \$3.7M in 2022-23, increasing annually) to address the permanent mental health fund structural deficit moving forward.**

### BUDGET REQUESTS

Program	Issue	Funding	Type	Fiscal Year
Freeborn Hall	Demolition	\$3-3.5M	One-Time	2021–22
Academic Retention Initiatives	Executive Director/Other Staff	\$550K	Ongoing	2021–22
OSSJA	Admin Officer	\$150K	Ongoing	2021–22
OSSJA	Non-Clinical Case Manager	\$110K	Ongoing	2021–22
Mental Health*	Counselor/Psychiatry	\$200K	One-Time	2021–22
Mental Health*	Counselor/Psychiatry	\$3.7M+	Ongoing	2022 onward

*\*Campus agreed to provide backstop funding if costs of filled positions exceed SHCS available funds. BIA will work with SHCS to explore long-term funding strategies to maintain approved counselor/psychiatry to student ratios.*

**UCDAVIS**  
**STUDENT AFFAIRS**

476 MRAK HALL

T 530-752-2416 F 530-752-2565

[STUDENTAFFAIRS@UCDAVIS.EDU](mailto:STUDENTAFFAIRS@UCDAVIS.EDU)