

UC Riverside Budget and Financial Fundamentals

Town Hall

December 15, 2025

Table of Contents

UCR Budget Overview

UCR Budget Model – Revenue Distribution

UCR Core, Permanent and All Fund Budgets by Organization

Budget Planning 2026-2027

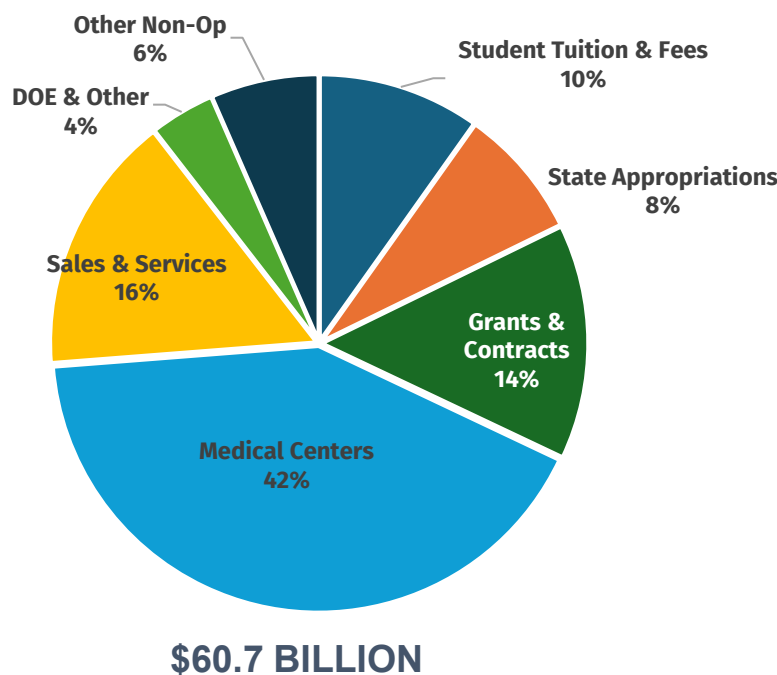
UCR Budget Overview

University of California Systemwide Consolidated Revenue & Expenses Overview

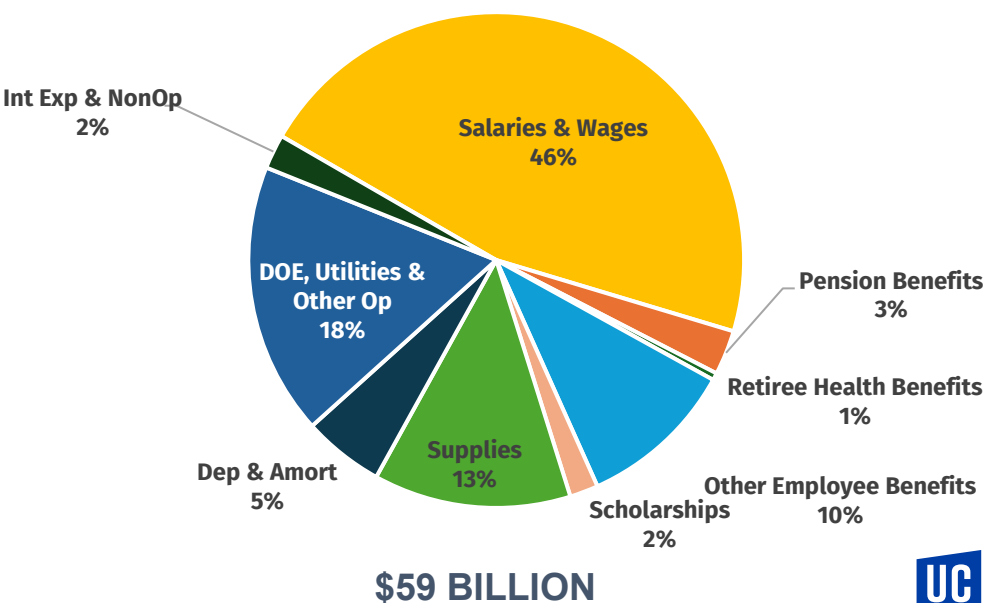
State appropriations along with student tuition and fees are the main components that support the instructional mission of the University including faculty, academic support, academic facilities and student services.

Total Revenues for operating and non-operating revenues were \$60.7 billion (FY 2024-25). Student Tuition & Fees and State Appropriations totaling \$10.8 billion represent the most significant sources of funding for the University’s core academic mission.

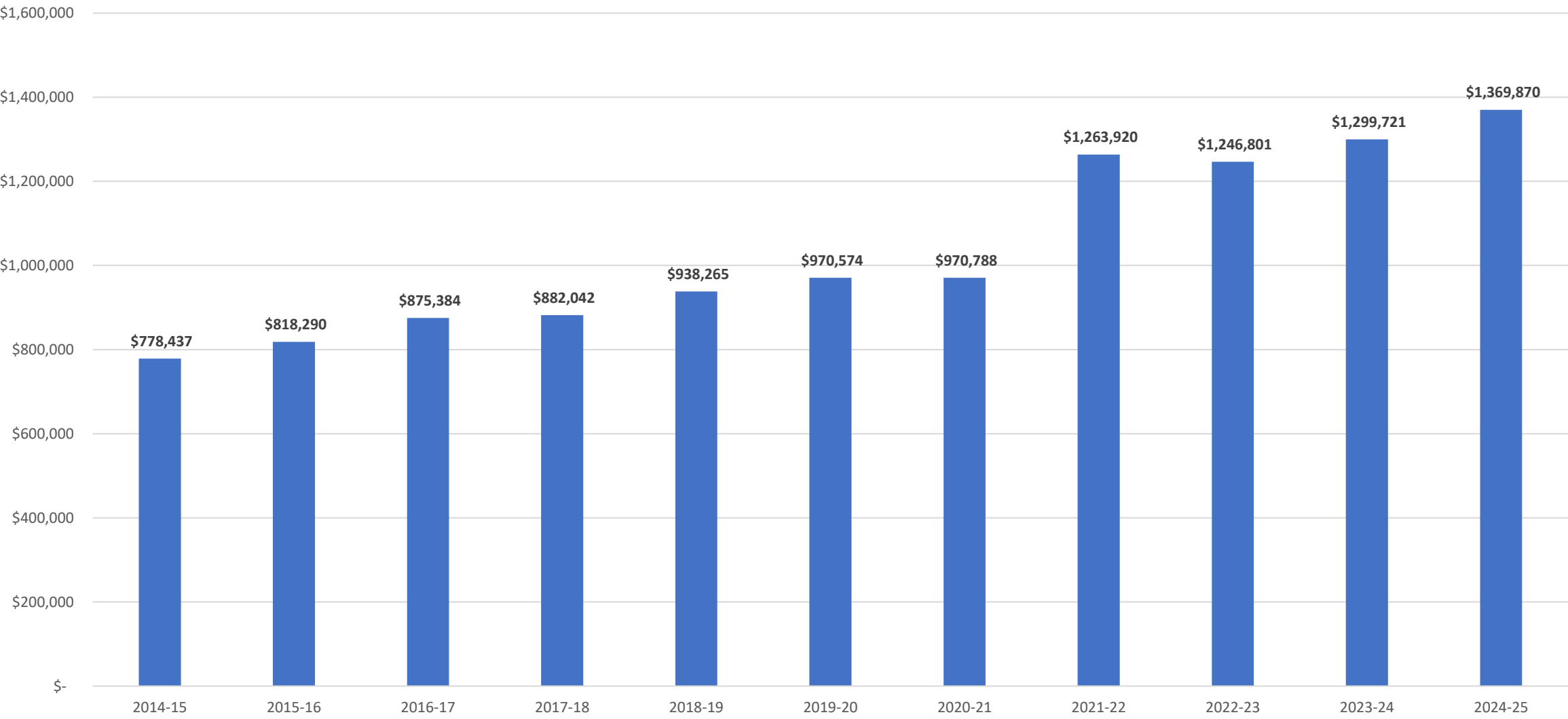
Total Revenue FY 2024-2025



Total Expenses FY 2024-2025

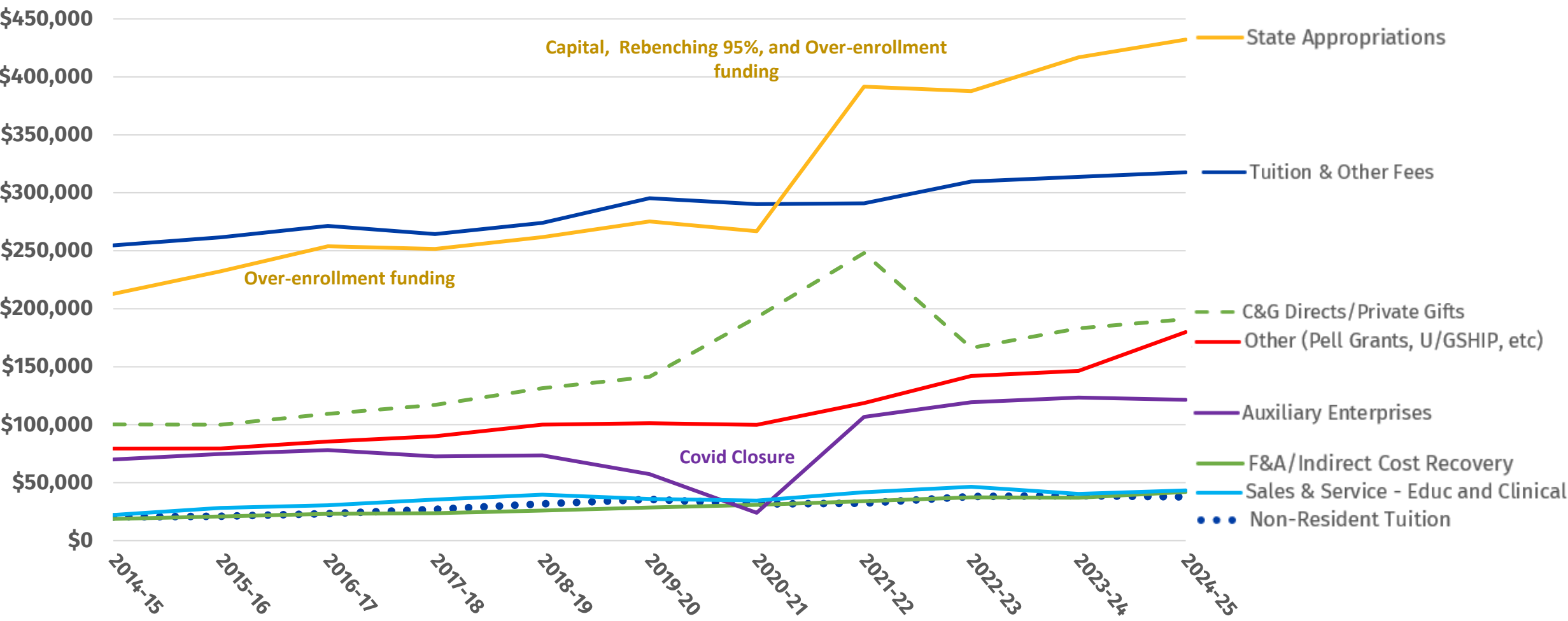


UCR Total Revenues FY 2015-2025



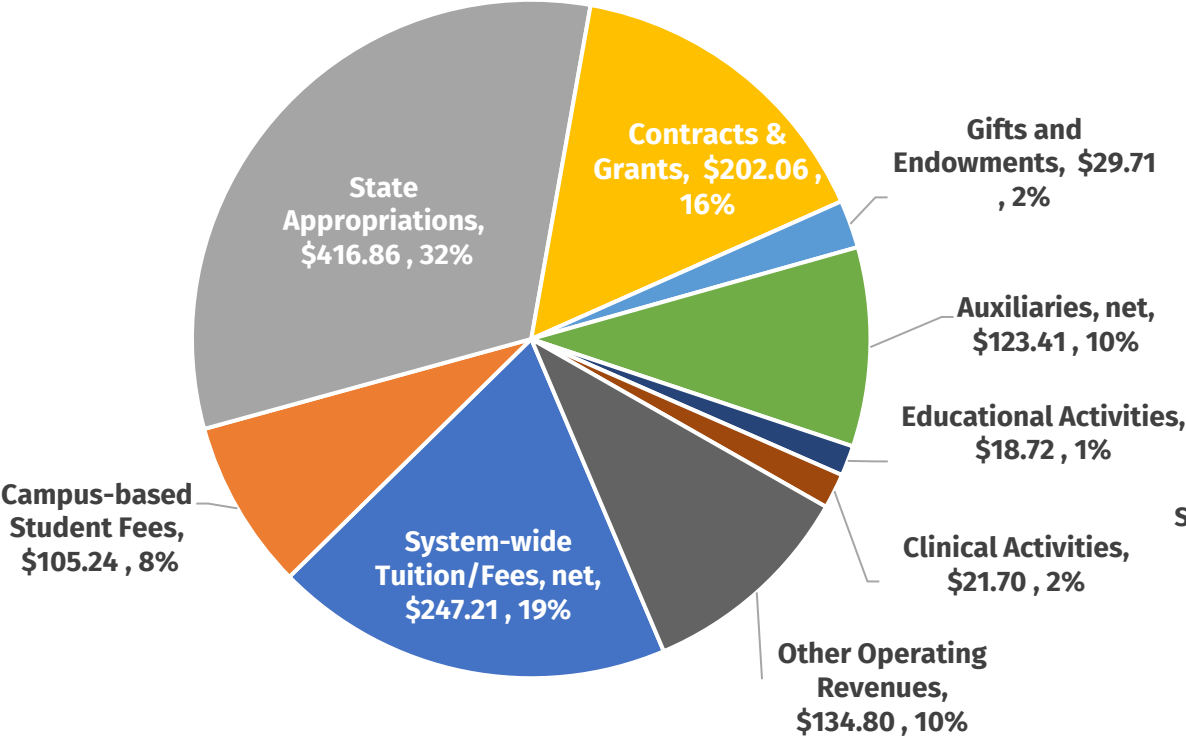
** UCR Statements of Revenue, Expenses, and Changes in Net Position*

UCR Revenues by Type FY 2015-2025

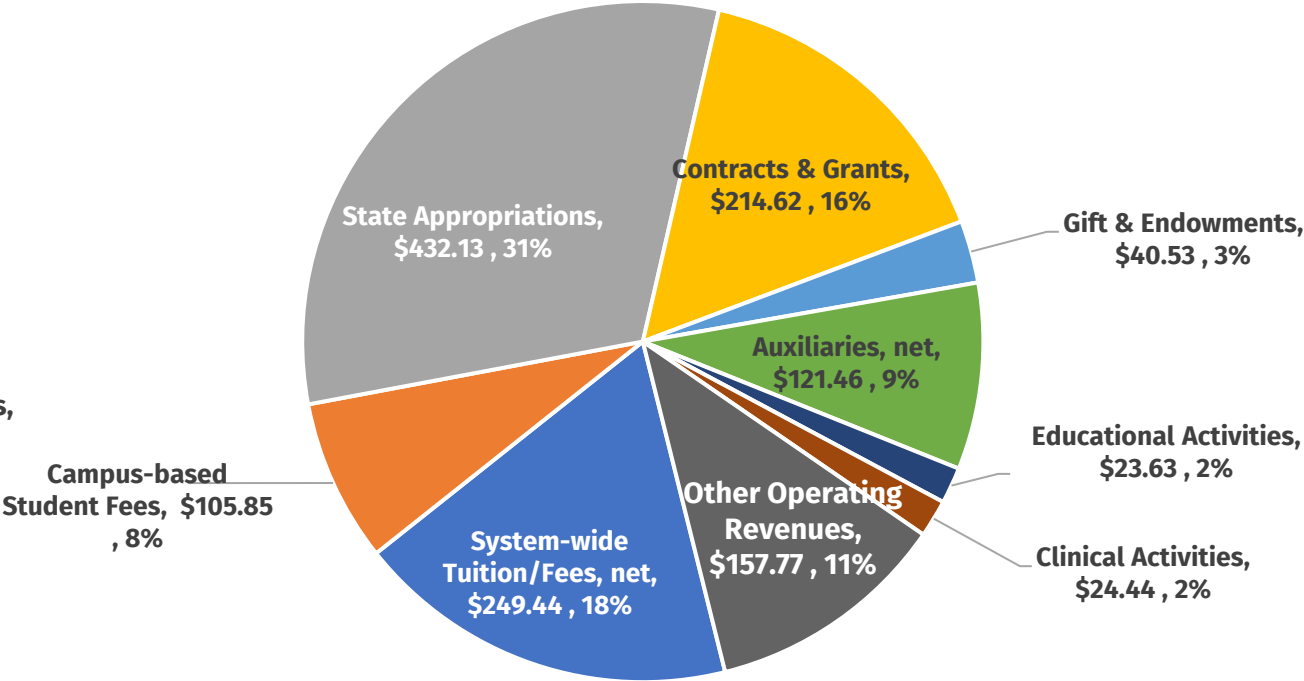


UCR All Revenues by Fund

FY 2023-2024: \$1,299.7 million



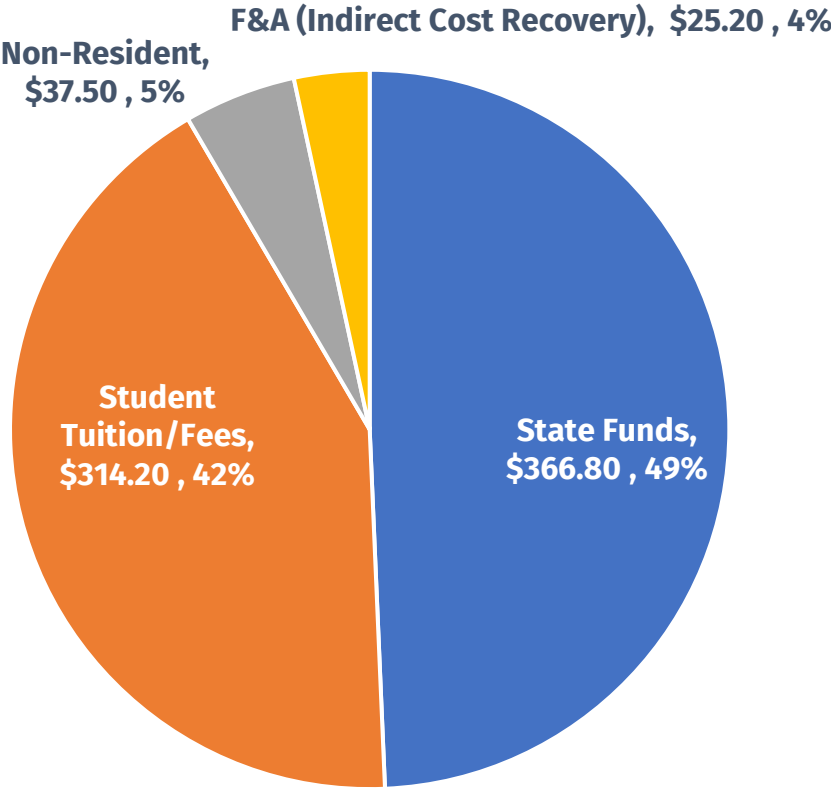
FY 2024-2025: \$1,369.9 million



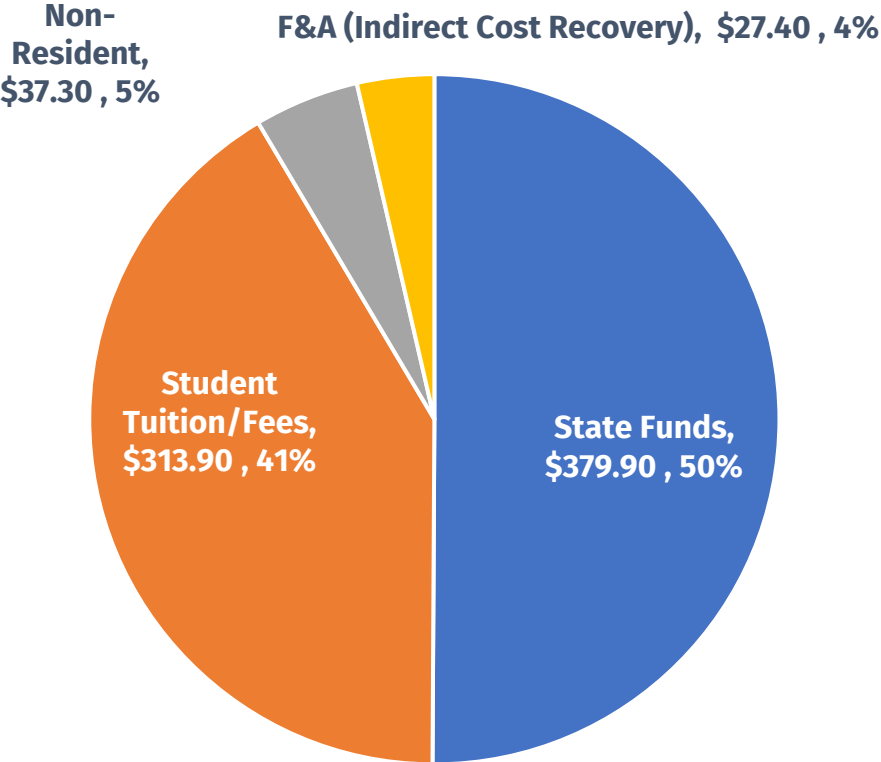
* UCR Statements of Revenue, Expenses, and Changes in Net Position

UC Riverside Core Revenues by Fund

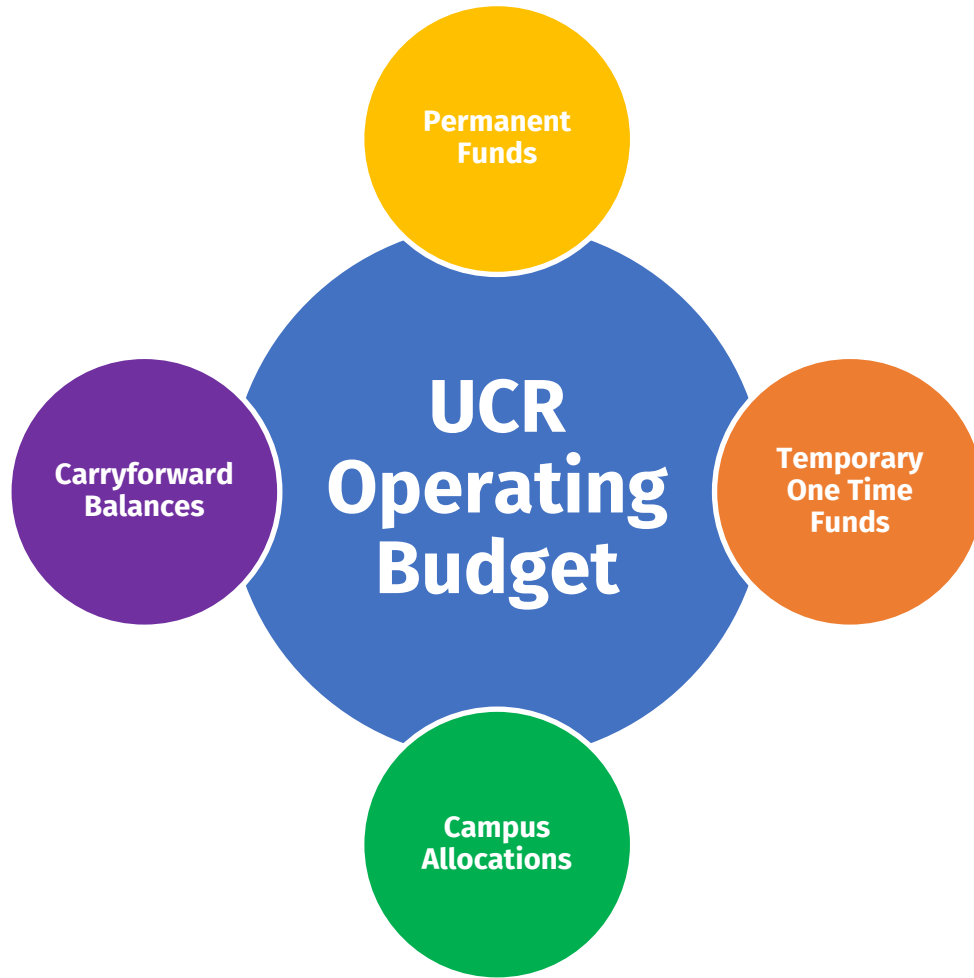
FY 2023-2024: \$743 million



FY 2024-2025: ~ \$758 million



UC Riverside Consolidated Revenue Overview



Permanent Funds

Recurring funds or revenues that Includes State general funds, UC general funds, Student tuition and fees, auxiliary fees for housing/dining and parking, clinical funds, and endowment payouts. These funds are predictable and are generally unrestricted or restricted expendable.

Temporary One Time Funds

Non-recurring funds or revenues that includes fund sources such as gifts, contracts & grants. These funds are not predictable year to year and can be restricted by purpose and time.

Carry Forward Balances

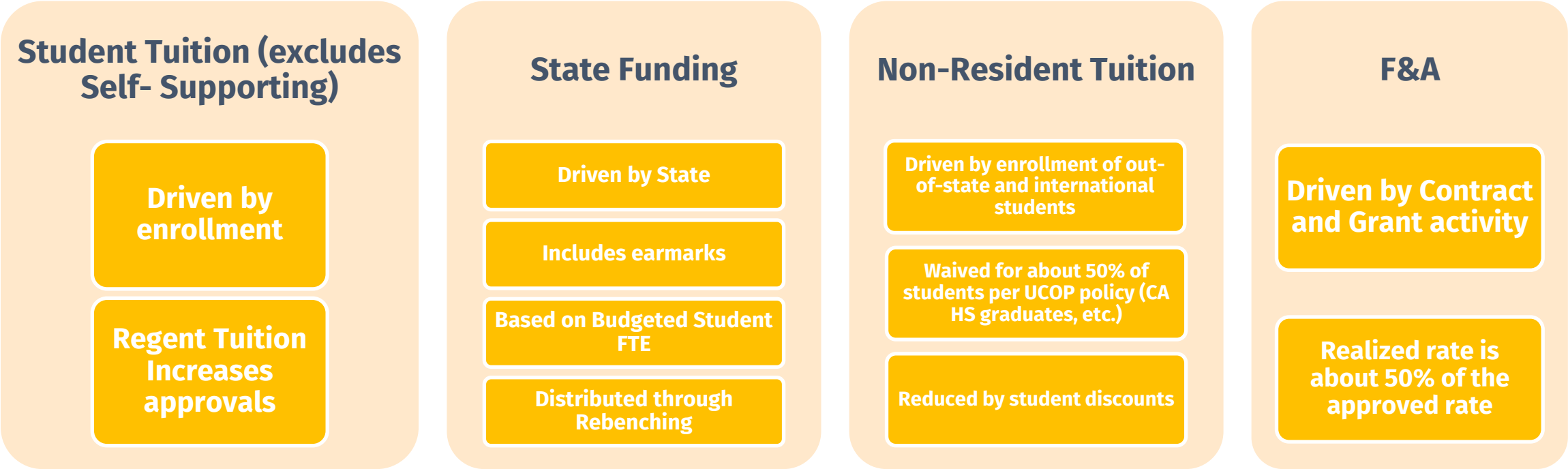
Fund balances remaining in the organizations that is allowed to roll forward into the next fiscal year for use. These funds were previously budgeted or earned and not newly allocated.

Campus Allocations

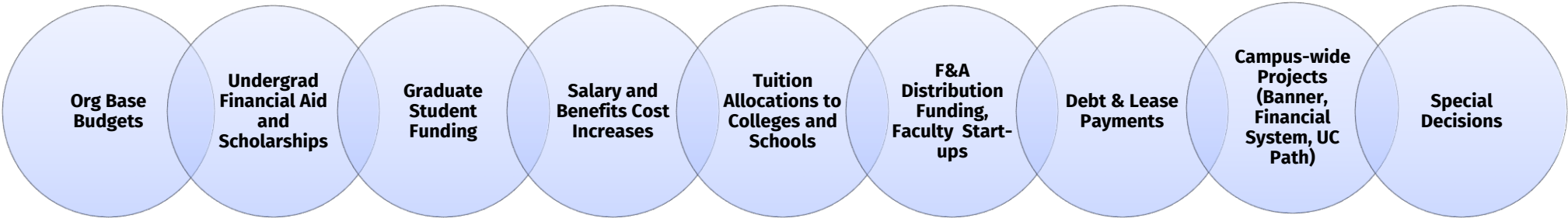
Includes Perm and Temp Funds managed centrally and allocated to campus units that can either be one- time allocations or ongoing depending on need. Examples can include mandatory salary program and/or facility needs.

UCR Major Core Revenue Flows

Inflows

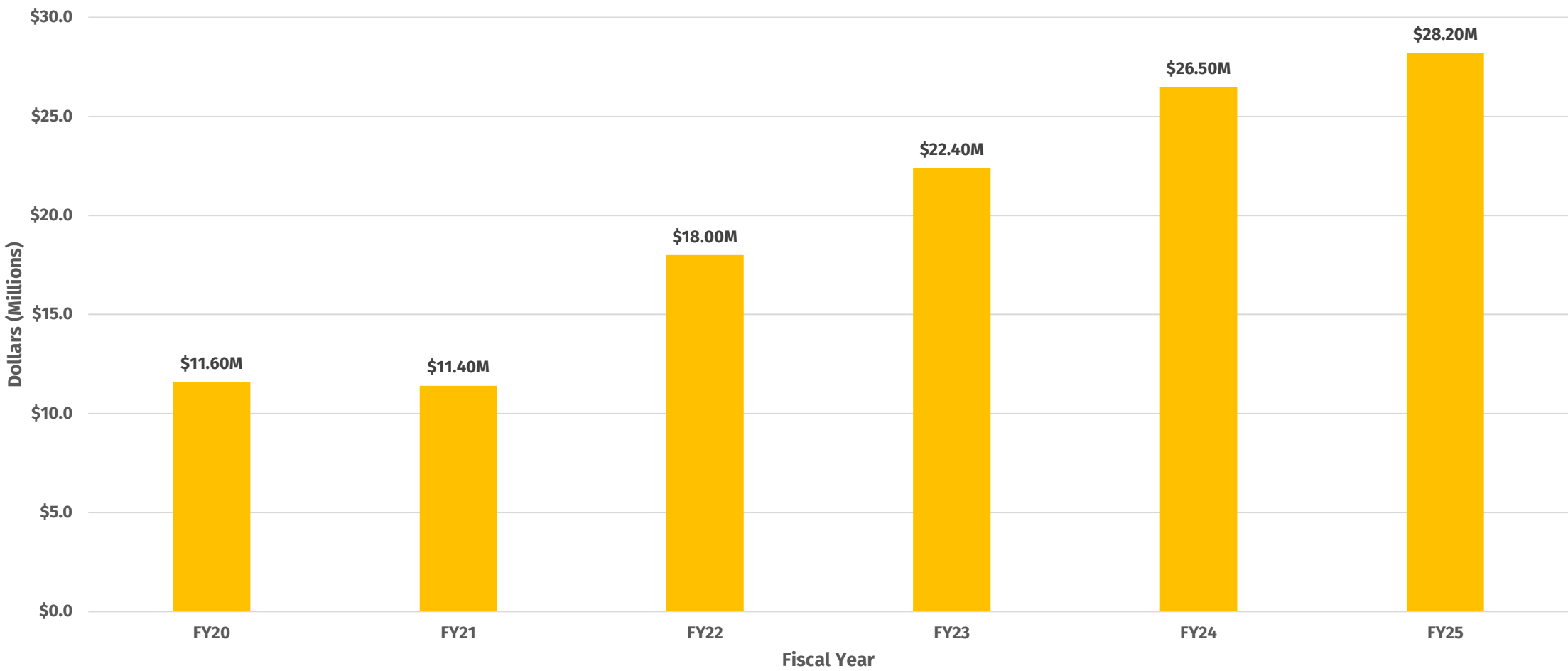


Outflows



UCR- Core Salaries & Benefits Increases

Annual Increment of Core Salary and Benefit costs



** As specified by Collective Bargaining Agreements and Systemwide Salary Programs*

UCR Budget Model – Revenue Distribution

REVENUE DISTRIBUTION – Undergraduate

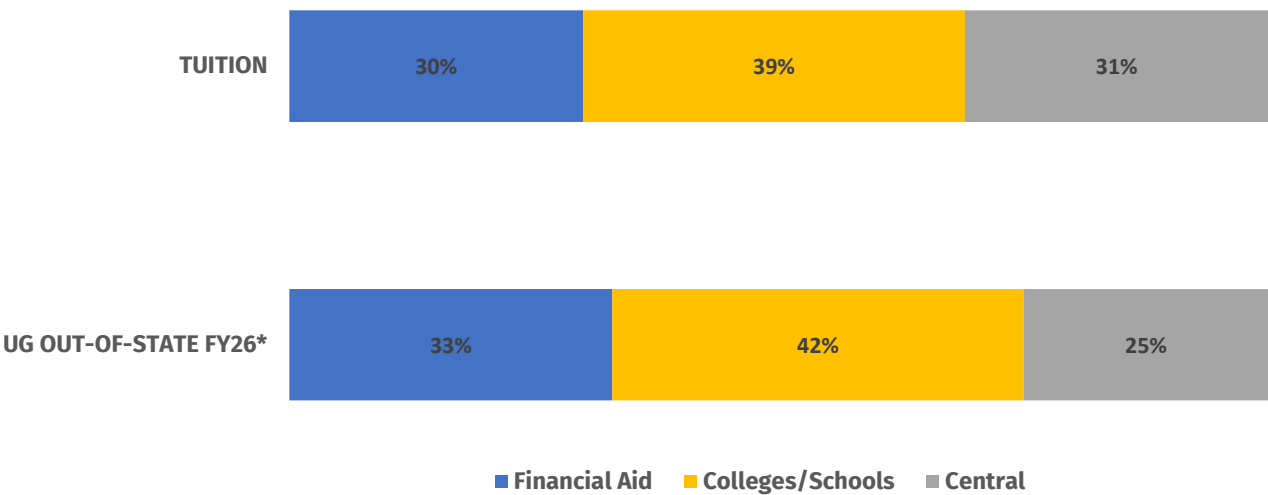
Distribution of Tuition & Non-Resident Tuition based on Enrollment Growth

Approved Modifications

FY22-23 – The UG tuition formula implemented weighting on UG workload and UG headcount. The implementation was phased in over three years to smooth budget adjustments to schools and colleges. FY25 will be the first entirely weighted year.

FY25-26 – UG Out-of-State Tuition scholarship program augmented to incentivize increased headcount– Tier1 smaller range of GPA eligibility, but awards increase from \$13.5K to \$21K; Tier2 expanded GPA eligibility and awards increase from \$3K to \$9K.

* NRT



- In the Budget Model, the tuition value is \$11,220 and the NR tuition values is \$29,754. Any tuition increases are split between financial aid and central resources to cover fixed cost increases along with state general fund revenues.
- FY20-25 - The UG NR Tuition percentages formula adjusted from 70% (Colleges & Schools)-to-30% (Central) to 30% (Central)-to-70% (Colleges & Schools) post financial aid. This change was necessary given the central funding of UG Non-resident recruitment.

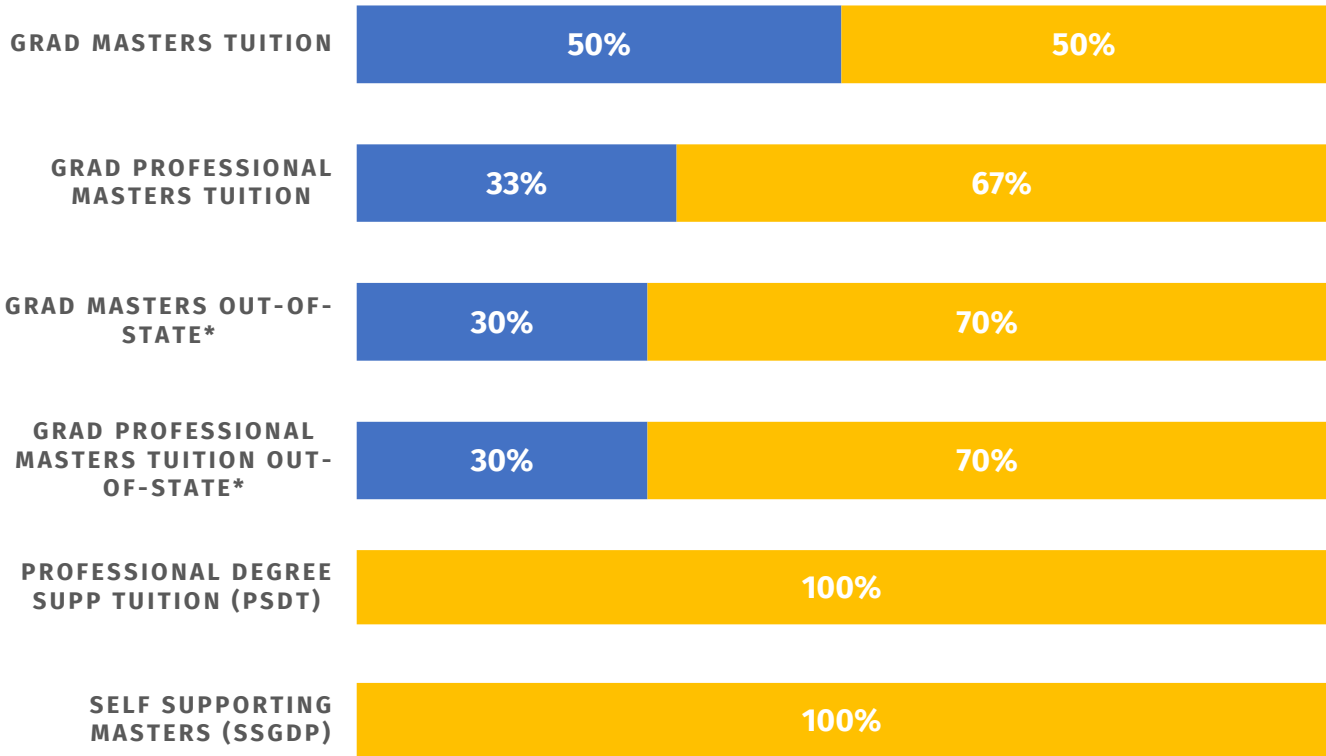
REVENUE DISTRIBUTION – Graduate/Professional Masters, Self Supporting Masters

Distribution of Tuition & Non-Resident Tuition based on Enrollment Growth

Approved Modifications

FY22-23 - Similarly to the UG tuition formula, the Grad tuition formula implemented weighting on Grad tuition and Grad NRT with a phased-in implementation. (SOM is excluded from weighting.)

In FY25, Grad Division is maintaining a core budget for Graduate Student Support of \$2.5M and the rest is being redirected to Colleges and Schools for TA salary/fellowships expenses.



■ Financial Aid ■ Colleges/Schools

- In Budget Model, the tuition value is \$11,220 and the NR tuition values is \$15,102 (Grad Masters)/\$12,245 (Grad Prof). There have not been or are planned to be tuition increases on Graduate level NR tuition.
- PDST Programs: School of Medicine, School of Business, & School of Public Policy
- SSGDP Programs: School of Business, BCOE, & CHASS

* NRT

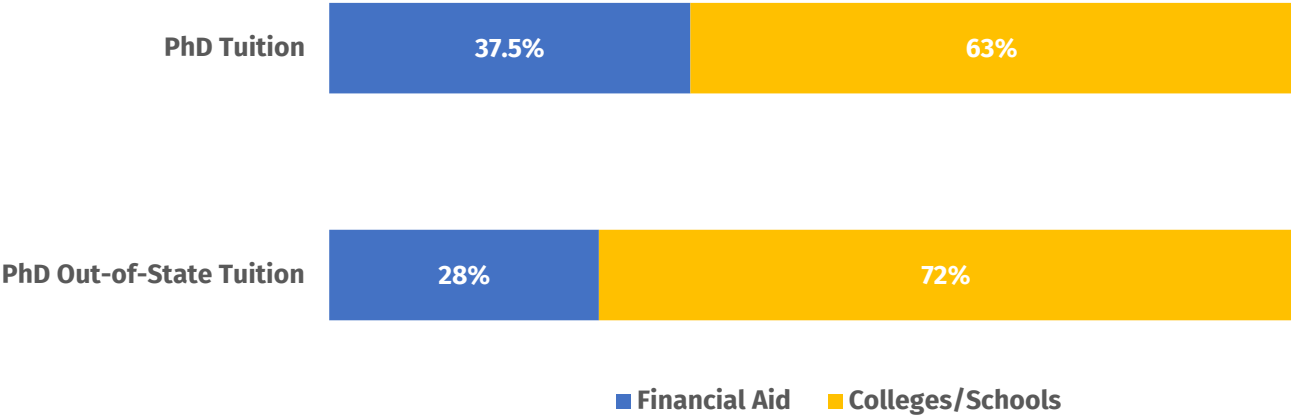
REVENUE DISTRIBUTION –PhD

Distribution of Tuition & Non-Resident (NR) Tuition based on Enrollment Growth

Approved Modifications

In FY25, the PhD tuition and non-resident tuition the are being updated to reflect the changes made to implement the UAW contract requirements. Grad Division is maintaining a core budget for Graduate Student Support of \$2.5M and the rest is being redirected to Colleges and Schools for TA salary/fellowships expenses.

SSGDP and PDST programs are responsible for the Financial Aid set-asides from their revenue and should maintain the terms in the fee proposals submitted to UCOP and approved by the Regents.



- In Budget Model, the tuition value is \$11,220 and the NR tuition values is \$15,102 for PhD students.

DISTRIBUTION OF F&A (Facilities & Administration)

F&A is indirect cost recovery from the granting agency to cover overhead costs

UCR Principle with the distribution is to recognize PI and department efforts to perform research.

Redirection of existing revenue, not new revenue.

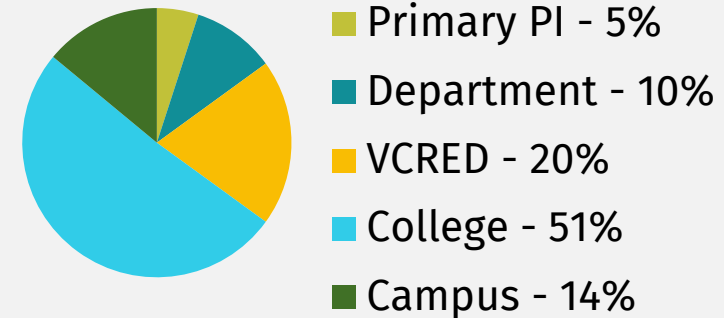
This incentive funding is from the available campus F&A pool and not directly related to the amount of F&A generated by a specific award.

The College/RED portions are core permanent funding (all others in one-time funding).

The College portion grew from 25% to 51% to permanently allocate the central funding for start-up cost shares to the Colleges

Note that these are calculations to determine the amount of incentive funding, and funding will be provided in Core Funds.

F&A Incentive Dispersal effective FY22



Primary PI in PPM

Campus share offsets a portion of the \$11M debt service/OMP for the MRB building

An aerial photograph of a modern university building at night, featuring a large glass facade and a curved walkway. The image is overlaid with a semi-transparent blue filter. The title text is positioned on the left side of the image.

UCR Core, Permanent and All Fund Budgets by Organization

UCR Subvention, Permanent Funds (Core/Non-Core) and All Funds

Permanent		Temporary One-Time
<u>Core</u>	<u>Non-Core</u>	
Subvention	Auxiliary Funds	Contracts & Grants
Tuition	Sales & Services	Gifts
F&A (portion of)	Clinical Funds	Capital Projects
Student Services Fees	Student Fees (non-tuition)	
Investment Inc (partial)	General Funds with Restricted Use	

Subvention

Includes State General Funds, portion of fee increases of resident UG tuition and NRT

Tuition

UG and Grad resident and NRT tuition to Colleges, Schools and Financial Aid

F&A (Indirect Cost Recovery)

College, school and research administration portion of indirect cost recovery from contracts & grants

Permanent Funding (Core)

Subvention, Tuition, non-resident tuition, and portion of F&A

Permanent Funding (Non-Core)

Auxiliary funds, sales & services, clinical funds, student fees (non-tuition), student services fees, and general funds with restricted use

UCR FY 25-26 Core Budget

	FY26 - July 1 Perm Budget			
Organization	Subvention	Tuition	F&A	Total Core
Bourns College of Engineering	\$ 36,022,456	\$ 22,847,981	\$ 4,596,018	\$ 63,466,455
College of Humanities, Arts, and Social Sci	\$ 59,801,015	\$ 54,849,744	\$ 1,460,477	\$ 116,111,236
College of Natural and Agricultural Sciences	\$ 94,996,204	\$ 37,811,618	\$ 8,267,882	\$ 141,075,704
School of Business	\$ 6,263,139	\$ 9,255,547	\$ 116,812	\$ 15,635,498
School of Education	\$ 8,059,636	\$ 4,053,239	\$ 269,620	\$ 12,382,495
School of Medicine	\$ 46,073,680	\$ 2,316,351	\$ 1,196,975	\$ 49,587,006
School of Public Policy	\$ 4,962,202	\$ 1,220,147	\$ 189,745	\$ 6,372,094
Undergraduate Education	\$ 12,150,515	\$ 4,849,205		\$ 16,999,720
Subtotal of Academic Units	\$ 268,328,847	\$ 137,203,832	\$ 16,097,529	\$ 421,630,208
Academic Senate	\$ 1,953,392			\$ 1,953,392
Auxiliary Services	\$ 3,041,112			\$ 3,041,112
Chancellor	\$ 13,730,918			\$ 13,730,918
Enrollment Services	\$ 17,878,427			\$ 17,878,427
Facilities/PD&C	\$ 52,428,692			\$ 52,428,692
Graduate Division	\$ 3,255,265			\$ 3,255,265
Health, Well-Being & Safety	\$ 14,994,071			\$ 14,994,071
Information Technology	\$ 33,240,208			\$ 33,240,208
International Affairs	\$ 2,791,731			\$ 2,791,731
Palm Desert Graduate Center	\$ 523,303			\$ 523,303
Planning, Budget, and Administration	\$ 16,547,559			\$ 16,547,559
Provost/EVC	\$ 4,315,982			\$ 4,315,982
Research and Economic Development	\$ 5,636,687		\$ 6,402,190	\$ 12,038,877
Student Affairs	\$ 19,397,697			\$ 19,397,697
UCR Intercollegiate Athletics	\$ 5,444,510			\$ 5,444,510
University Advancement	\$ 22,466,153			\$ 22,466,153
University Library	\$ 18,188,295			\$ 18,188,295
Subtotal of Acad Support/Admin Units	\$ 235,834,002	\$ -	\$ 6,402,190	\$ 242,236,192
Central Resources*	\$ 24,058,090			\$ 24,058,090
Student Financial Aid Programs		\$ 104,253,801		\$ 104,253,801
Subtotal of Central Resources	\$ 24,058,090	\$ 104,253,801	\$ -	\$ 128,311,891
Campus Total	\$ 528,220,939	\$ 241,457,633	\$ 22,499,719	\$ 792,178,291

*Perm Budget for salary and benefit cost increases is in Central Resources at the start of each year and allocated to Orgs based on actuals

UCR FY 25-26 Perm Budget (Core/Non-core)

	FY26 - July 1 Perm Budget		
Organization	Core	Non-Core	Total Perm
Bourns College of Engineering	\$ 59,902,655	\$ 2,297,323	\$ 62,199,978
College of Humanities , Arts , and Social Sci	\$ 110,057,367	\$ 2,330,860	\$ 112,388,227
College of Natural and Agricultural Sciences	\$ 133,559,949	\$ 1,956,247	\$ 135,516,196
School of Business	\$ 15,211,998	\$ 20,065,632	\$ 35,277,630
School of Education	\$ 11,867,378	\$ 25,300	\$ 11,892,678
School of Medicine	\$ 49,352,670	\$ 33,294,601	\$ 82,647,271
School of Public Policy	\$ 6,323,685	\$ 274,700	\$ 6,598,385
Undergraduate Education	\$ 16,354,506	\$ 2,517,218	\$ 18,871,724
Subtotal of Academic Units	\$ 402,630,208	\$ 62,761,881	\$ 465,392,089
UCR Health		\$ 17,955,181	\$ 17,955,181
Subtotal of Health Unit	\$ -	\$ 17,955,181	\$ 17,955,181
Academic Senate	\$ 1,953,392	\$ 205,770	\$ 2,159,162
Auxiliary Services	\$ 3,041,112	\$ 149,298,151	\$ 152,339,263
Chancellor	\$ 13,730,918	\$ 1,262,543	\$ 14,993,461
Enrollment Services	\$ 17,878,427	\$ 1,597,000	\$ 19,475,427
Facilities/PD&C	\$ 52,428,692	\$ 999,908	\$ 53,428,600
Graduate Division	\$ 3,255,265	\$ 634,920	\$ 3,890,185
Health, Well-Being & Safety	\$ 14,994,071	\$ 19,540,118	\$ 34,534,189
Information Technology	\$ 33,240,208	\$ 6,802,250	\$ 40,042,458
International Affairs	\$ 2,791,731	\$ 406,800	\$ 3,198,531
Palm Desert Graduate Center	\$ 523,303	\$ 395,700	\$ 919,003
Planning, Budget, and Administration	\$ 16,547,559	\$ 841,536	\$ 17,389,095
Provost/EVC	\$ 4,315,982	\$ 343,110	\$ 4,659,092
Research and Economic Development	\$ 12,038,877	\$ 54,265	\$ 12,093,142
Student Affairs	\$ 19,397,697	\$ 27,229,272	\$ 46,626,969
UCR Intercollegiate Athletics	\$ 5,444,510	\$ 2,356,482	\$ 7,800,992
University Advancement	\$ 22,466,153	\$ 26,360	\$ 22,492,513
University Extension		\$ 8,841,190	\$ 8,841,190
University Library	\$ 18,188,295	\$ 609,178	\$ 18,797,473
Subtotal of Acad Support/Admin Units	\$ 242,236,192	\$ 221,444,553	\$ 463,680,745
Central Resources*	\$ 24,058,090	\$ 22,945,395	\$ 47,003,485
Student Financial Aid Programs	\$ 104,253,801	\$ 21,023,700	\$ 125,277,501
Subtotal of Central Resources	\$ 128,311,891	\$ 43,969,095	\$ 172,280,986
Campus Total	\$ 773,178,291	\$ 346,130,710	\$ 1,119,309,001

*Perm Budget for salary and benefit cost increases is in Central Resources at the start of each year and allocated to Orgs based on actual

UCR FY 25-26 All Funds Operating Budget

(^Temp Funds include estimated C&G and Gifts, but not Carryforward balances. Capital Project budgets are also classified as Temp funds and are estimated at \$228M for FY26 but not included here.)

Organization	FY26 - July 1 Perm Budget		
	Perm	Estimated Temp^	Total Working Budget
Bourns College of Engineering	\$ 62,199,978	\$ 46,364,856	\$ 108,564,834
College of Humanities, Arts, and Social Sci	\$ 112,388,227	\$ 13,851,295	\$ 126,239,522
College of Natural and Agricultural Sciences	\$ 135,516,196	\$ 90,110,416	\$ 225,626,612
School of Business	\$ 35,277,630	\$ 2,782,480	\$ 38,060,110
School of Education	\$ 11,892,678	\$ 6,606,231	\$ 18,498,909
School of Medicine	\$ 82,647,271	\$ 24,652,430	\$ 107,299,701
School of Public Policy	\$ 6,598,385	\$ 2,272,900	\$ 8,871,285
Undergraduate Education	\$ 18,871,724	\$ 1,241,687	\$ 20,113,411
Subtotal of Academic Units	\$ 465,392,089	\$ 187,882,295	\$ 653,274,384
UCR Health	\$ 17,955,181	\$ 1,241,687	\$ 19,196,868
Subtotal of Health Unit	\$ 17,955,181	\$ 1,241,687	\$ 19,196,868
Academic Senate	\$ 2,159,162	\$ 142,727	\$ 2,301,889
Auxiliary Services	\$ 152,339,263	\$ 1,660,749	\$ 154,000,012
Chancellor	\$ 14,993,461	\$ 223,349	\$ 15,216,810
Enrollment Services	\$ 19,475,427	\$ 1,655,817	\$ 21,131,244
Facilities/PD&C	\$ 53,428,600	\$ 363	\$ 53,428,963
Graduate Division	\$ 3,890,185	\$ 5,028,706	\$ 8,918,891
Health, Well-Being & Safety	\$ 34,534,189	\$ 436,252	\$ 34,970,441
Information Technology	\$ 40,042,458	\$ 1,058,088	\$ 41,100,546
International Affairs	\$ 3,198,531	\$ 87,347	\$ 3,285,878
Palm Desert Graduate Center	\$ 919,003	\$ 197,998	\$ 1,117,001
Planning, Budget, and Administration	\$ 17,389,095	\$ 5,551	\$ 17,394,646
Provost/EVC	\$ 4,659,092	\$ 931,304	\$ 5,590,396
Research and Economic Development	\$ 12,093,142	\$ 2,249,175	\$ 14,342,317
Student Affairs	\$ 46,626,969	\$ 7,579,585	\$ 54,206,554
UCR Intercollegiate Athletics	\$ 7,800,992	\$ 1,728,594	\$ 9,529,586
University Advancement	\$ 22,492,513	\$ 353,452	\$ 22,845,965
University Extension	\$ 8,841,190	\$ 323,674	\$ 9,164,864
University Library	\$ 18,797,473	\$ 725,677	\$ 19,523,150
Subtotal of Acad Support/Admin Units	\$ 463,680,745	\$ 24,388,406	\$ 488,069,151
Central Resources	\$ 47,003,485	\$ 23,570,314	\$ 1,362,807,200
Student Financial Aid Programs	\$ 125,277,501	\$ 96,186,164	\$ 221,463,665
Subtotal of Central Resources	\$ 172,280,986	\$ 119,756,478	\$ 292,037,464
CAMPUS GRAND TOTAL	\$ 1,119,309,001	\$ 333,268,866	\$ 1,452,577,867

Budget Planning 2026-2027

State Budget Process

Summer - Fall: Agencies submit proposals, reviewed by Dept. of Finance

January (mid-month): Governor's proposed budget to begin July 1, reviewed by legislature

May Revise (mid-month): Governor releases revised budget proposal, reviewed by legislative budget committees

June: Legislature passes unified two-house Budget Act, negotiations continue to approve amendments and trailers

July 1: Budget enacted (subject to amendments, trailers)

University of California Budget Process

August – September : Call to campuses for Regent’s Table completion

September – October: Preliminary Budget Analysis and UC Operating Budget development

November: UC Budget presented to the Regents for approval

December: UC Budget submitted to the State of California

January - June: Advocacy work with State Legislative committees

May - June: Preliminary campus allocations/reductions estimated

June: Receive final UC Budget details from the State of California

August – September: Communicate Preliminary allocation details to campus Budget Offices

December - March: Communicate Final allocation details to campus Budget Offices

2026-2027 UCR Budget Timeline

November 2025 – Budget Templates Distributed

Circulate standardized templates and guidance to all Colleges, Schools and Administrative Divisions
Include actuals for FY24 and FY25, Budget FY26 and assumptions on benefits rates and mandatory cost increases to project FY27

February 2026 – Budget Meetings

2/5 Budget Templates Due

Budget Committee meets with Deans, Vice Chancellors and unit leads to review submissions
Identify structural deficits, opportunities for reallocations and resource alignment with UCR's strategic plan

March - April 2026– Budget Integration & Draft Consolidation

FP&A office consolidates submission into preliminary all-funds budget
Cross walk to appropriate fund categories and GAAP (Generally Accepted Accounting Principles)
Evaluate stress test scenarios for enrollment, salaries & benefits, other institutional costs and priorities

April to June 2026– Budget Finalization and Approval

Budget Committee reviews consolidated draft
Final adjustments and prioritization
Campus Budget Framework issued after May revise
Present to CFC

July 2026 – Budget Implementation

Distribute preliminary FY 2027 budget letters to org units

Institutional Financial Planning Model

Integrates **strategic enrollment, workforce and capital decisions** with financial outcomes

Enables **transparent tradeoff analysis** across growth and investment scenarios

Supports **data informed decision-making** for academic and administrative campus leadership

Provides **identification of structural imbalances** (e.g. operating deficits, reserve usage)

Links to **accountability and resource allocation frameworks** (e.g. subvention, tuition, workforce planning)

Core Drivers in Institutional Planning

Category	Drivers
Revenues	State Appropriations, Tuition (Resident & Nonresident), Auxiliaries, Clinical, Philanthropy, Investment Income, Contracts & Grants
Enrollment	Headcount, Mix (Resident & Nonresident), FTE, Transfer, Graduate Education, Persistence, UC Campus Targets
Workforce	Academic and Staff FTE Levels, Compensation Escalation, Benefits (Composite Benefit Rates), Represented Employee Assumptions
Operating Costs	Utilities, Maintenance, Insurance, Information Technology, Professional Services
Financial Aid	Institutional Aid, Pell Participation, Financial Aid Set Asides
Debt & Capital Plant	Debt Service as Percentage of Operating Budget and Capital Needs (Routine and Deferred Maintenance, Capital Renewal, Programmatic Investments)
Reserves & Investment Management	Timing of Transfers, Working Capital Management, and Investment Strategies
Strategic Investments	Student success, research enterprise, UCR Health Expansion

EPM Platform for Integrated Planning for UCR

Financial Planning & Analysis is starting the work on an EPM platform (Enterprise Performance Management) implementation with Oracle EPM.

Integrated Planning and Forecasting

- Connect operational budget, actuals and multi-year forecasts. Will integrate with the Oracle financials

- Enable dynamic modeling of enrollment, faculty/staff and benefit cost scenarios

- Isolate various aspects of the University's budget such as the core operations, auxiliaries, clinical activities

Scenario and Sensitivity Analysis

- Support side by side comparisons of growth, flat and contraction models

- Allows leaders to assess "what-if" impacts of changes in state appropriations, tuition policies and Composite Benefit Rates



Thank You