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RE: Revenue Generation and Institutional Savings Task Force Charge

Dear Colleagues,

I am writing to request your participation on the Revenue Generation and Institutional Savings Task Force. As indicated in the [2022-23 Budget Framework](#) communication earlier this year, although our core fund projections have begun to stabilize, we must continue to identify efficiencies and opportunities to generate net revenue for long-term financial sustainability. A core fund operating deficit of approximately \$20 million remains. For true sustainability, the campus needs to not only address this deficit but identify additional resources to invest in critical priorities and weather future core funding challenges. This cannot be achieved only through local actions within campus units, but requires an overarching review of where there are significant net revenue-generating opportunities and the potential to reduce costs through changed practices. I am setting a goal that the Task Force identify opportunities that would result in at least \$50 million in ongoing net revenue and/or savings that can be applied to the campus core mission within 3-7 years. Toward this end, the Task Force is charged to:

- Identify ideas for how UC Davis can increase net revenue generation or achieve institutional savings. Ideas should be gathered through broad campus outreach as well as research on opportunities or approaches in higher education generally.
- Assist in reviewing and analyzing the ideas gathered in a systematic way to identify the most promising opportunities for the campus to pursue. I expect this analysis to be rigorous and that deliverables include at least some of the following, depending on the idea:
 - Description of the opportunity and why it is right for UC Davis.
 - Identification of pros, cons, and barriers to implementation.
 - Assessment of risk vs. opportunity.
 - Market analysis.
 - Detailed multi-year business plans.
 - Assessment of difficulty to implement and achieve target net revenue or savings.
 - Identification of ideal collaborators to support the opportunity.
- Recommend specific actionable net revenue generating opportunities that are

sustainable for ongoing financial impact, can support the core mission, and are compatible with the strategic plan and campus values.

- Recommend ideas that could result in significant savings through efficiencies, changed practices, and/or leveraging all funds to better support our mission.
- If identified, recommend ideas that would result in significant one-time net revenue or savings.
- Identify barriers or challenges to revenue generation or achieving savings, especially those that involve university practices, policies, or structures.

This Task Force will work through the 2022-23 academic year, with recommendations provided no later than June 2023. There will be dedicated staff support provided for this effort, however Task Force members are expected to be significantly engaged in the work and outcomes. I will use your recommendations to inform leadership endorsement of specific ideas that will move to an implementation phase and potential investment in implementing the most promising opportunities. It is my hope that this effort will be the first step in establishing an ongoing process and culture around continually identifying and implementing opportunities that will allow us to ensure that resources are used to best advance our mission and invest in critical priorities and new opportunities.

Thank you for your willingness to serve UC Davis in this important effort. If you have any questions about the charge or level of commitment, please reach out to Sarah Mangum at semangum@ucdavis.edu.

All the best,



Mary Croughan
Provost and Executive Vice Chancellor