

The Regents of the University of California

COMMITTEE ON LONG RANGE PLANNING

September 13, 2012

The Committee on Long Range Planning met on the above date at UCSF–Mission Bay Community Center, San Francisco.

Members present: Regents Mendelson, Pattiz, Rubenstein, Schilling, and Varner; Ex officio members Lansing and Yudof; Advisory members Flores, Powell, and Schultz; Staff Advisors Barton and Smith

In attendance: Regents De La Peña, Gould, Island, Kieffer, Lozano, Makarechian, Ruiz, Stein, and Wachter, Regent-designate Feingold, Faculty Representative Jacob, Secretary and Chief of Staff Kelman, Associate Secretary Shaw, General Counsel Robinson, Chief Investment Officer Berggren, Chief Compliance and Audit Officer Vacca, Provost Dorr, Executive Vice President Brostrom, Chief Financial Officer Taylor, Senior Vice Presidents Dooley and Stobo, Vice Presidents Beckwith, Duckett, Lenz, and Sakaki, Chancellors Blumenthal, Desmond-Hellmann, Drake, Katehi, Khosla, and Yang, and Recording Secretary McCarthy

The meeting convened at 9:10 a.m. with Committee Chair Schilling presiding.

1. APPROVAL OF MINUTES OF PREVIOUS MEETING

Upon motion duly made and seconded, the minutes of the meeting of July 13, 2011 were approved.

2. ANNUAL UNIVERSITY OF CALIFORNIA ACCOUNTABILITY REPORT

[Background material was mailed to Regents in advance of the meeting, and a copy is on file in the Office of the Secretary and Chief of Staff.]

Committee Chair Schilling stated that Provost Dorr would comment on highlights of the Annual University of California Accountability Report (Report). Ms. Dorr noted that the Report, which has multiple important purposes, was initiated under President Yudof's leadership. The aspects of the Report concerning diversity would be a focus of the January meeting. Ms. Dorr expressed her view that, since its inception, the Report has become more sophisticated and useful, and is still being improved, particularly in the areas of benchmarking, increased comparative data from peer institutions, and increased analysis combining integrated data. Ms. Dorr stated that these improvements would help in setting the University's long-range plans and goals. She encouraged the Board to use the Report as a valuable source of information.

Turning to key Report findings regarding undergraduate education, Ms. Dorr stated that every qualified freshman and transfer applicant was offered admission to at least one UC campus. Faculty Representative Jacob added that 13 percent of California high school graduates were admitted to a campus to which they applied, more than meeting the goals of the California Master Plan for Higher Education. More low-income students are being enrolled. Despite tuition increases, affordability has been sustained for students from low-income families. More students are graduating and they are graduating more quickly.

The Report's findings also revealed challenges at the undergraduate level. Demand, indicated by the number of applicants, exceeds available space. The net cost, particularly for students from middle and upper-income families, has increased and student debt levels at graduation have increased. Earlier graduating classes reported higher levels of satisfaction than did the class of 2010, the most recent class for which student satisfaction data are available.

In the area of UC graduate and professional students, Ms. Dorr cited the Report's positive findings that their numbers are increasing and at a faster rate than other Association of American Universities institutions. Financial aid for California resident graduate and professional students remains competitive. A high percentage of degrees in STEM (Science, Technology, Engineering, and Mathematics) fields are being awarded, important for both the state and the nation. On the other hand, the proportion of graduate and professional students at UC remains lower than at comparable institutions, and below UC's own goals. Financial aid awards for nonresident graduate and professional students are lower than those at comparable institutions. Debt levels have risen considerably in the past decade, particularly for medical and law students.

In the area of research, Ms. Dorr stated that UC research funding from State and federal sources has continued to increase. UC has a large and increasing share of all research and development funding in the nation. Award dollars as a percentage of proposal dollars has also increased. On the other hand, Ms. Dorr reported concern that increasing faculty workloads in teaching and advising could undercut the time faculty need to engage in research. The proportion of academic graduate students and their support levels are lower than at comparable institutions and below UC's goals. Campuses are not succeeding in recovering the full cost of hosting research; in effect, UC is subsidizing other institutions' research.

Regarding UC faculty, Mr. Dorr stated that an increasing proportion are members of national academies; the number of student degrees awarded per faculty member is increasing. Faculty are providing more student credit hours per ladder-rank faculty member, meaning that faculty are teaching more. The Report's data also indicate challenges UC faces. The number of faculty separations is greater than the number of hires. Faculty compensation lags that of competitor institutions, and the faculty teaching and advising workload is increasing. As the UC faculty age and more retire, making competitive offers to new faculty will be difficult if UC's financial circumstances do not change.

In conclusion, Ms. Dorr expressed her view that UC has done remarkably well in a very challenging environment. However, the Report's data show signs of incipient problems and she anticipated that, in the absence of change to UC's funding structure, the University would experience more difficulties. She pointed out that the information in the Report lags current conditions by at least a year.

In response to a question by Regent Island, Ms. Dorr confirmed that admission to at least one UC campus was offered to all UC-eligible resident students. Regent Island asked what effect UC Riverside's recent announcement that it would no longer take admission referrals would have on UC Merced, since there are thousands of students who are denied admission to other UC campuses, and their only referral would now be to UC Merced. Ms. Dorr commented on the positive aspect of UC Riverside's decision, which indicated that the campus had a large enough pool of applicants to enroll a full class. She also pointed out that UC Riverside has a very diverse student body, with a high proportion of students who are first-generation college students. She agreed that this development could indicate a larger systemwide problem, if all campuses together did not have sufficient room for the qualified, UC-eligible resident applicants. Ms. Dorr said that she would provide further data on this question.

Regent Island then asked Ms. Dorr about the challenge of replacing faculty and UC's commitment to hiring a more diverse faculty, including underrepresented minorities and women. He expressed his view that UC has not made adequate progress in this area and noted that the anticipated increase in faculty retirements would present an opportunity to enhance faculty diversity. Ms. Dorr agreed that open faculty positions would present an important opportunity to move the composition of the faculty in a desired direction, such as increasing racial, ethnic, and gender diversity.

In response to a question from Regent Pattiz, Ms. Dorr said that the Report's statistics about research funding do not include funding for research at the National Laboratories.

Regent Lozano asked whether the challenges Ms. Dorr highlighted in areas of undergraduates, graduate and professional students, research, and faculty would become areas of focus for improvement. Ms. Dorr responded that areas of focus would come from future deliberations of the Board, the chancellors, and the campuses. She added that the Board's discussion during the prior day's meeting indicated a desire for an increased level of clarity regarding goals, particularly with respect to the quality of the University.

Regent-designate Feingold stated that the Report should be widely distributed through the internet, and e-mailed to all UC stakeholders, including alumni for whom UC has e-mail addresses. He also stated that the Report data on the net cost of attending UC should include both availability of funds through work/study programs and the amount of student debt.

Committee Chair Schilling concluded by stating that the Board should do everything possible to reverse any negative trends at the University and use the findings of the Report to inform decisions.

The meeting adjourned at 9:35 a.m.

Attest:

Secretary and Chief of Staff