TO THE REGENTS OF THE UNIVERSITY OF CALIFORNIA:

ACTION ITEM

For Meeting of December 13, 2010

REPORT OF THE UC COMMISSION ON THE FUTURE

RECOMMENDATION

The Chairman of the Board and the President recommend that the Regents endorse the principles of the report of the UC Commission on the Future (Attachment 1).

BACKGROUND

On behalf of the full membership of the UC Commission on the Future, Co-Chairs Chairman Gould and President Yudof will present an overview of the Commission’s final report and recommendations.

In July 2009, Board of Regents Chairman Gould launched the UC Commission on the Future with a goal to shape a far-reaching vision to ensure excellence and access to UC in the future while addressing acute financial challenges resulting from the State’s fiscal woes. A critical focus of the Commission, in addition to preserving the excellence of UC while facing economic realities, was to find ways to maintain and even expand UC’s substantial contributions to California’s economy and cultural life.

Co-chaired by Chairman Gould and President Yudof, the Commission was composed of members from across UC and outside of the University. Among those appointed to serve on the Commission were Regents, chancellors, Academic Senate leaders and faculty members, the Regents staff advisor, the UC Student Association president, and representatives from both the labor and business sectors.

The Commission initially used working groups to reach out to the entire UC community and an array of experts inside and outside the system to re-examine key questions, including:

- How can UC best meet the needs of California and at the same time maintain access, quality, and affordability in a time of diminishing resources?

- What educational delivery models will both maintain quality and improve efficiency for the University’s future?
What is the appropriate size and shape of the University going forward?

How can traditional and alternative revenue streams be maximized in support of UC’s mission?

How can UC best utilize new models for research practices and collaboration, both within and outside the system?

Recommendations from the working groups as well as additional recommendations from faculty and staff were reviewed by the Commission at public meetings over the last year. The Commission endorsed 20 recommendations covering the following five broad categories:

- **Teaching and Curriculum** includes recommendations to improve students’ time-to-degree by removing obstacles to completion in four years and creating pathways for graduation in three years. Another major recommendation is for a pilot program to explore the quality and feasibility issues regarding offering online courses. The Commission also recommends identifying best practices in conducting academic program reviews, taking into consideration budget information and tradeoffs.

- **Undergraduate Enrollment and Access** includes recommendations that recommit us to the California Master Plan for Higher Education goals for freshman and transfer students, strengthen previous statements regarding financial accessibility for California’s families, streamline and align major requirements for students transferring from California Community Colleges to UC campuses, and increase and cap nonresident undergraduate enrollment.

- **Research and Graduate Education** includes a sustained effort to meet the graduate student enrollment goals established in support of UC’s research mission and greater emphasis on multi-campus research and training.

- **Fiscal Discipline and Administrative Reform** includes recommendations to implement the Regents’ and President’s initiative on systemwide administrative efficiencies and redouble efforts, along with other major research institutions in the country, to recover more of the infrastructure costs associated with conducting research via the federal government’s indirect costing formulas. These two recommendations alone, if successful, would bring several hundred million dollars annually to UC.

- **Advocacy and Other Measures** includes recommendations for the continued expansion of public education and advocacy, as well as greater investments of time and resources in communicating UC’s purposes, accomplishments, value and needs. Another major recommendation is for UC to lead efforts to persuade the federal government to provide special institutional support for research universities with exceptional demonstrated success at serving students from low-income families.

Each of these recommendations includes actionable, assigned next steps to ensure that recommendations are acted upon. Some recommendations have already been implemented,
while others will require additional development and study. Information about each of these recommendations and their assigned next steps is contained in the final report.
In addition to the 20 recommendations endorsed, the Commission also deliberated several ideas that they did not endorse at this time but that are worthy of additional study, and some that may need to be advanced as contingency measures should the fiscal situation worsen. These measures include strategies to further increase revenues, such as increasing tuition, increasing nonresident enrollment and charging differential tuition by campus, and those that further decrease costs, such as limiting student enrollment, downsizing the faculty and staff work force, and foregoing new capital and building projects. Information about these other recommendations considered by the Commission is also contained in the final report.

(Attachment)