

**COUNCIL OF VICE CHANCELLORS (COVC)  
RECOMMENDATIONS TO THE COMMISSION ON THE FUTURE**

Note: The Council of Vice Chancellors (COVC) has been asked to comment on the current recommendations made by various task forces. In the opinion of the COVC, the financial crisis demands that the initial recommendations be limited in number, of major consequence, and implemented in the near term. Each should be selected because it will maintain our standards for quality and access and will achieve consequential restructuring to either save costs or enhance revenue. This selection does not imply disagreement with the many other suggestions, many of which surely should be adopted. Rather, our focus is on those which seem to offer the strongest possibility to position the University appropriately in the near term.

1. The Regents should direct the Office of the President to adopt, by fiscal year 2012, a campus-based budgeting model, in which the Office of the President and Regents' affairs are budgeted through campus assessments.
2. The Office of the President will direct all campuses and the Office of the President itself to adopt a single payroll system for the entire system by fiscal year 2013 and work rapidly toward the elimination of other administrative redundancies in human resource systems.
3. The Regents should direct the Office of the President to coordinate with the campuses to provide, by academic year 2013, on-line courses that will satisfy the transfer articulation agreement with California Community Colleges, such that full satisfaction of the transfer general education core can be accomplished anywhere at any time. Continue timely exploration of online instruction in the undergraduate curriculum, generally as well as in self-supporting graduate-degree and Extension programs.
4. The Regents will establish a simplified and re-named fee structure by academic year 2013. The education and professional fees will be "tuition", the registration fee will be "student services" fee. When recommendation 1 is enacted, all fees will remain on the campus generating them. In the interim, there will be no change with respect to fees for professional students (i.e., the former professional fees will remain on the campus generating them) Furthermore, the Regents will adopt, by 2013 a multiyear fee schedule for undergraduate tuition, with fee increases set at less than ten percent a year for each cohort, subject to the declaration by the Regents of a fiscal emergency requiring the schedule to be temporarily modified.
5. The Regents will direct the Office of the President to aggressively pursue increases to research overhead recovery. The Regents and the Office of the President will engage public officials to ensure that the university receives fair reimbursement for federal grants and contracts (at least parity with private peer institutions) and the Office of the President will provide policy to the campuses limiting the use of university resources without fair overhead compensation.

6. The Regents will develop a multi-year advocacy campaign designed to generate both private and public support for the research and instructional mission of the university. Measurable benchmarks for this campaign, for both the private and public sector, will be developed by the Office of the President and provided to the university community annually.
7. The Regents will direct that each campus with undergraduate students will, by 2014, have a common, semester-based calendar. Further, the Regents direct the Office of the President to identify transition support for campuses changing to the semester system