



THE REGENTS OF THE UNIVERSITY OF CALIFORNIA

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TO THE REGENTS OF THE UNIVERSITY OF CALIFORNIA:

Fifty years ago, California's vision for higher education was captured in the California Master Plan for Higher Education. The State's investment in higher education has paid great dividends to both the state and nation. At this time in our history, it is critical to revisit that vision and chart a direction for the future of the University of California.

To achieve that goal and in consultation with President Yudof, I am creating the University of California Commission on the Future to consult with the entire University community to help craft the vision to best serve California in the years ahead. President Yudof has agreed to join me in co-chairing the Commission.

The Commission's charge will be to develop a vision for the future of the University that will reaffirm our role in sustaining California's economy and cultural life while recognizing that our limited state resources require us to be creative and strategic in meeting that mission. Key objectives should include consideration of:

- 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 is the appropriate size and shape of the University going forward? Where should we grow, or should we?
- What educational delivery models will both maintain quality and improve efficiency for UC's future?
- How can traditional and alternative revenue streams be maximized in support of UC's mission?

Deliberations of the Commission will be modeled on the successful work of the Study Group on University Diversity. We plan to have separate working groups that will delve more deeply into the areas described above as well as other areas that arise from the Commission's deliberations.

In addition, we plan to look to the entire University community, including the Chancellors, faculty, senior managers, students, alumni and staff, to gather their input in this critically important fundamental review. We also plan to consult with experts in higher education and

other relevant fields as well as with members of the various external communities that are affected by the University's services.

Given the current crisis, we hope to coalesce around some recommendations sooner than others, but given the importance of the effort, we hope to hear from the Commission early next year.

I look forward to working with you on this important effort and am optimistic that this group will make recommendations that will strengthen the University and enhance its ability to continue to contribute to California's long-term success and prosperity.

Sincerely,

A handwritten signature in black ink, appearing to read "Russell S. Gould". The signature is fluid and cursive, with a large, stylized initial "R" and "S".

Russell S. Gould
Chairman

University of California Commission on the Future

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