

Size and Shape Working Group
UC Commission on the Future
PRINCIPLES and GOALS

December 18, 2009

I. Introduction

The University of California Commission on the Future was established to develop a vision for the future of the University that will reaffirm UC's role in sustaining California's economy and cultural life while recognizing that limited state resources require the University to be creative and strategic in meeting its mission.

The Size and Shape Working Group is one of five Working Groups appointed by the Commission to examine key issues for the future of UC. Among the questions the Working Group is charged with considering are: the size and breadth of undergraduate and graduate programs; the degree to which campuses should be similar or different in programs and in number of students; the relationship of UC to the other segments of California public higher education; and the utility to UC's mission of the Master Plan in its current form.

The following principles and goals will guide the Size and Shape Working Group's efforts:

II. Principles

- a. **Excellence and Quality** - The University of California reaffirms the standards of excellence and quality for which it is world renowned as it fulfills its tripartite mission of teaching, research, and public service.
- b. **Access and Affordability** - The University of California, as a public institution, reaffirms its commitment to offer access to affordable quality instruction for eligible California students.
- c. **Research** - The University of California will strive to maintain its reputation as a world-class academic research institution that pursues cutting-edge research conducted by UC faculty, investigators, and students.
- d. **Public Institution** - The University of California will continue its role as a public institution that contributes to the improvement of the quality of life of the people of California.
- e. **General Education and Civic Participation** - UC offers its undergraduate students a general education in the liberal arts and prepares its graduates for participation in civil society.
- f. **Systemwide Excellence** - The University of California acknowledges the opportunity for every campus to develop and maintain its status as a top tier research university.
- g. **Campus Programs** - Every campus should be able to develop and offer a broad array of programs in arts, science, and engineering.

- h. **Institution of Choice** - The University of California is committed to the goal of being the academic institution of choice for faculty and students.
- i. **Student Experience** - The University of California will continue to offer students the best possible educational experience.
- j. **Multi-dimensional Nature** - The University of California is multi-dimensional in nature: UC encompasses both undergraduates and graduates, both liberal arts colleges and professional schools; it runs five medical centers and plays a dominant role in three national laboratories; it is an international university and as such has an important place in society, especially in the multi-cultural and multi-lingual state of California.
- k. **Economic Engine** - The University of California will continue its role as an economic engine for the state of California.
- l. **Constitutional Autonomy** - The University of California's autonomy as articulated in the California constitution shall be maintained.
- m. **Inter-Campus and Inter-Institutional Collaboration** - The University of California values collaboration among UC campuses and between UC and other institutions.
- n. **Master Plan** - The vision of the Master Plan and its guiding principles for higher education in general and for UC in particular are reaffirmed.

III. Goals

- a. **Teaching and Research** - Promote a mutual relationship between teaching and research.
- b. **Faculty** - Maintain the level of quality of UC faculty through personnel criteria.
- c. **Capacity to Change** - Stimulate UC's capacity to be introspective as an institution, to change and evolve.
- d. **Cross-Campus Cooperation** - Institutionalize cross-campus cooperation in teaching, research, and public service.
- e. **Administrative Efficiencies** - Work together collaboratively as campuses, to the greatest extent possible, on administrative and infrastructure best practices and efficiencies.
- f. **Considerations of State Support** - Establish principles of growth and change in years ahead, in a way that transcends the limits of state support. Then, ask how those principles might be compromised by less than ideal budget scenarios.
- g. **Master Plan** - Revisit the Master Plan; make it a "living document."