

Elements and Challenges

- Dedicated Negotiation Team – Increase rates to those of comparator institutions
 - Multiple funding agencies involved
 - Campus autonomy
- Change policy of waiving full rate on non-federally funded research
 - State-funded research
 - Different effects on different disciplines, junior faculty and graduate student support
 - Possibility of reducing awards for direct costs
- Increase transparency in management of recovered funds

Elements and Challenges

- Satisfy unmet needs for post-baccalaureate degrees and certificates by exploring various models for self-supporting graduate degrees and Extension programs
 - Concerns about maintaining educational quality
 - Course and degree program approval processes and policies
 - Start-up and maintenance funding
 - Competition from peer institutions

Elements and Challenges

- Expand existing advocacy efforts by developing a multi-year grass roots campaign using multiple media methods
 - Expanded advocacy campaign could be costly
 - Development of adequate campaign infrastructure
 - Education of internal constituencies
- Develop a common understanding of activities already underway
- Change the advocacy from one of appropriations to UC to one of investment in UC

Elements and Challenges

- Adopt a multi-year fee schedule for incoming cohorts of undergraduates to provide greater predictability for continuing students and their families
 - Reduced flexibility in fee revenue
 - Potential for dramatic jumps in fee rates for new student cohorts
 - Greater administrative complexity
 - Contingent upon continuation of adequate state support

Elements and Challenges

- Identify and eliminate administrative redundancies across the system
 - In some cases, redundancies are appropriate
- Design and implement an administrative best practices system
 - Systemwide implementation will require strong leadership
 - Campus autonomy
 - Potential for significant up-front costs
 - Adequate staffing levels
- Establish mechanisms to motivate and reward campuses to implement best practices
 - Resistance to change

Academic Council Recommendation to The UC Commission on the Future

Adopt as a guiding priority the maintenance of the quality of the University of California research and teaching faculty, which is the driving force of the University of California's contribution to the State of California.

Academic Council Recommendation

Key Elements

- The University of California is one of the world's premier research universities.
- The value and prestige of UC degree programs stems from the high quality research faculty at each of the University's ten campuses.
- UC uniquely offers an undergraduate education at a high quality research university to qualified students from the diverse public of the State.
- UC should not be structured as a "degree mill" where throughput of undergraduates is the first priority

Academic Council Recommendation

Key Elements

- The maintenance of a quality faculty requires remuneration that is competitive with peer institutions.
- A competitive world class research faculty also requires a highly qualified professional staff, with competitive compensation.

Academic Council Recommendation

Short-Term Tactical Response

- The University should take all possible steps to increase revenues.
- The University must operate at a size that is affordable.
 - Reducing the size of the faculty
- Forego new building and capital projects that are not absolutely essential for safety.
 - State funded projects necessary to core academic program.
 - Assure availability of operational funding.
- For new academic programs, assure stable and appropriate funding.
 - Impact on diverting funds from existing programs.
 - Offsetting reductions.

Elements and Challenges

- The University must operate at a size that is affordable. This means downsizing the University over the short term by reducing the size of faculty, administrative, and other staff.
 - Requires downsizing or eliminating academic programs important to UC's mission
 - May mean not meeting State's needs
 - May reduce student access
 - Mechanisms for making choices need to be developed

Elements and Challenges

- Forego new building and capital projects that are not absolutely essential for safety, unless stable state funding for operations and core programs is available
- Where state bond funding is available for projects necessary to maintain the core academic program, the projects should be pursued
- Campuses must be required to assure operational funding is available

Elements and Challenges

- Before establishing a new academic program, campus must assure stable and appropriate funding
 - Impact on diverting funds from existing programs
 - Offsetting reductions

Elements and Challenges

- Facilitate transfer by requesting UC campuses develop more complete lower-division transfer pathways in high-demand majors
 - Requires commitment of faculty and staff time during period of constrained resources
 - Need to preserve local curricular authority over majors
 - Design of some majors may require specific and unique academic preparation
 - May require new courses to expedite transfer
 - Capacity remains a significant problem

Elements and Challenges

- Enhance the ASSIST website for greater user-friendliness and improved capabilities
 - Need for funding: Revamp of system could require \$2m-\$3m over the next few years
 - System must allow linkages to other campus advising programs while ensuring data quality

Elements and Challenges

- Identify how online education using UC credit bearing courses can be made available to community college students to improve transfer rates
 - Concerns about maintaining educational quality
 - Course approval processes and policies
 - Start-up and maintenance funding
 - Competition from peer institutions

Elements and Challenges

- Change administrative processes and systems to rename the Education Fee and the Professional Degree Fees as “tuition”
 - Coordination with other segments
 - Public relations impact
- Potential change in California law where there are specific references to UC “fees”
 - Coordination with relevant parties in State Government

Elements and Challenges

- Create a three year degree pathway for some students
 - Participation rates and incentives
 - Limits intellectual exploration, participation in education abroad and research opportunities
 - Quality of summer and AP courses
 - Resources to meet course demand
- Increase proportion of students graduating in four years
 - Eliminating impediments to student degree progress
 - Effect on working students, recognition of different student circumstances
 - Counseling to focus on specific groups with low 4-year graduation rates

Elements and Challenges

- Identify how online education can best be used to help improve students' time to degree
 - Concerns about maintaining educational quality
 - Support for at-risk students
 - Course approval processes and policies
 - Start-up and maintenance funding