



*Henry C. Powell*  
Telephone: (510) 987-9711  
Fax: (510) 763-0309  
Email: [henry.powell@ucop.edu](mailto:henry.powell@ucop.edu)

*Chair of the Assembly and the Academic Council  
Faculty Representative to the Board of Regents  
University of California  
1111 Franklin Street, 12th Floor  
Oakland, California 94607-5200*

March 23, 2010

CHAIRS OF THE SENATE DIVISIONS  
CHAIRS OF THE SENATE COMMITTEES

Dear Division and Committee Chairs:

As you know, the five Working Groups of the Commission on the Future of the University, presented their first recommendations to the full Commission today. Following presentation of these recommendations to the Regents today for information, I am now transmitting them to the Senate committees and divisions for a full formal review. The recommendations are attached. In addition, they are available on the web at

[http://ucfuture.universityofcalifornia.edu/presentations/cotf\\_wg\\_first\\_recs.pdf](http://ucfuture.universityofcalifornia.edu/presentations/cotf_wg_first_recs.pdf).

In addition to the recommendations themselves, please note that pages 3 through 9 of the report contain a Powerpoint presentation of the fiscal challenges facing the University, which provide the context for the Commission's work. Of particular interest is slide number 9 (on page 7), which lists assumptions underlying revenue and cost projections outlined on slide number 8.

These recommendations touch on every aspect of academic activity within the University. Accordingly, they challenge faculty across all campuses and all disciplines to engage in an appropriately rich and thoughtful discussion not only of the recommendations but of the assumptions underlying the fiscal analysis within which they are situated. I encourage division chairs to disseminate the document to as many members of the faculty as possible and to create opportunities for broad consultation. At the same time, I ask that committees to bring their special expertise and interest to bear on the issues most relevant to their respective areas of jurisdiction. A robust process within the divisions and committees will inform Council's deliberations and lead to its taking positions on behalf of the entire Senate that are both deeply informed and constructive.

In order to ensure that the Senate's comments are fully considered when recommendations for action are presented to the Regents in July, I request that you submit your comments by Friday, May 28. This will allow for careful consideration by the Academic Council at its meeting on June 30 and provide for a clear statement of the Senate's positions on each recommendation when the recommendations are presented to the Regents during their meeting in July. Please submit your comments by email to [SenateReview@ucop.edu](mailto:SenateReview@ucop.edu).

I am acutely aware that this review extends beyond the end of the academic year for campuses on the semester schedule. I hope that the work all of you have done over the past months to engage with members of the work groups has enabled your divisions and committees to being engaging with the issues and challenges raised by these recommendations. I do not need to tell you how important this review and consultation are for enhancing and affirming the Senate's role in shared governance.

As the formal review progresses, you should feel free to communicate directly with me or Council vice chair Dan Simmons ([Daniel.simmons@ucop.edu](mailto:Daniel.simmons@ucop.edu)) if issues arise during the review that are appropriate for early discussion by Council prior to receiving formal comments from your committee or division.

If you have any questions or concerns about this review, please feel free to contact me or Senate executive director Martha Winnacker at [Martha.winnacker@ucop.edu](mailto:Martha.winnacker@ucop.edu) or (510) 987-9458.

Sincerely,

A handwritten signature in black ink, appearing to read "Henry C. Powell", with a long horizontal flourish extending to the right.

Henry C. Powell  
Chair, Universitywide Academic Senate

Cc: Senate Executive Director Winnacker  
Senate Divisional Directors  
Senate Committee Analysts

# COMMISSION ON THE FUTURE

## **First Round of Recommendations from the Working Groups**

March 2010

**UC Commission on the Future  
First Round of Recommendations from the Working Groups**

**TABLE OF CONTENTS**

<b>Executive Summary</b>	<b>1</b>
<b>Fiscal Challenges and Strategies</b>	<b>3</b>
<b>Working Group First Round Recommendations</b>	<b>10</b>
▪ Size and Shape	<b>12</b>
▪ Education and Curriculum	<b>29</b>
▪ Access and Affordability	<b>55</b>
▪ Funding Strategies	<b>73</b>
▪ Research Strategies	<b>107</b>
<b>Background</b>	
▪ The Fiscal Crisis	<b>132</b>
▪ Working Groups Process	<b>133</b>
<b>Appendices</b>	
▪ Letter Announcing UC Commission on the Future, Chair Gould, July 16, 2009	<b>136</b>
▪ Commission Membership	<b>138</b>
▪ Letter Announcing Working Groups, Chair Gould, August 4, 2009	<b>139</b>
▪ Size and Shape of UC Working Group Membership	<b>143</b>
▪ Education and Curriculum Working Group Membership	<b>144</b>
▪ Access and Affordability Working Group Membership	<b>145</b>
▪ Funding Strategies Working Group Membership	<b>146</b>
▪ Research Strategies Working Group Membership	<b>147</b>
▪ Letter Encouraging UC Community Input, Chair Gould and President Yudof, October 9, 2009	<b>148</b>
▪ Commission Calendar	<b>149</b>

# UC Commission on the Future

## First Round of Recommendations from the Working Groups

### EXECUTIVE SUMMARY

#### Background

The University of California Commission on the Future, formed in July 2009 by Board of Regents Chair Russell S. Gould, is charged with developing a new vision for the University within the context of the University's mission, while reaffirming UC's commitment to access, affordability and the highest levels of quality in instruction, research, public service and health care. UC must continue to play a vital role in sustaining California's economy and cultural life, operating strategically and as efficiently as possible within available resources in the midst of the State's dire financial crisis and into the future.

Co-chaired by Chair Gould and President Yudof, the Commission is composed of members from across UC and outside of the University. In addition, the UC Commission is supported by five working groups organized around the broad topic areas of the size and shape of UC, education and curriculum, access and affordability, funding strategies, and research strategies.

#### First Round Recommendations

In the short time they have met, the five working groups have considered a wide range of issues, many of which require further deliberation and consideration over the coming months. The working groups are issuing this first set of key recommendations early in order to provide adequate time to the Commission for study and to receive input from the UC community and the public. **This first round of recommendations should not be considered the complete product of the working groups, however, and the Commission can consider additional ideas beyond those forwarded by the working groups.**

Many of these first recommendations pertain to administrative efficiencies and, while it is anticipated they could generate significant revenue and savings (several hundred million dollars), more in-depth analysis will need to be conducted to precisely estimate their financial impact on UC. **It must be realized, however, that implementation of these recommendations, if they are eventually adopted, will often require significant up-front costs that may take several years to recapture and to realize increased revenues.**

Some of the recommendations in this first report are uncontroversial. Others would represent a sea change for the University and likely would not be considered except for the severe fiscal crisis that UC faces. It is important to note that some ideas have been taken up by multiple working groups, and in several cases different working groups are offering the Commission different perspectives on a given issue. **Therefore, the recommendations presented here do not reflect the endorsement of all working groups. The ideas are being shared with the Commission and the UC community for the broader and more extensive discussion they now require.**

The working groups' initial recommendations are detailed in the following pages. Many of the ideas offered in this document can be grouped into one of several topic areas:

- **Strategies for improving access and ensuring high-quality education –**  
Recommendations forwarded by individual working groups include creating pathways for **three-year undergraduate degrees**; continuing exploration of **online instruction**; providing more predictability in student fees by giving students and parents a **tuition schedule for four years**; and improving the **community college transfer** function by streamlining lower-division major requirements and enhancing online advising tools.
- **Strategies for enhancing resources available to support the University –**  
Recommendations forwarded by individual working groups include undertaking expanded advocacy activities in support of **improved state funding** reflective of the benefits the University provides the State of California; improving **indirect cost recovery rates** on sponsored research, which currently do not cover the University's actual costs; creating an augmentation to the Pell Grant program in which colleges and universities would receive a **federal augmentation for admitting and graduating more low-income students**; and *investigating the feasibility of campuses charging different student fees (e.g., educational fee, registration fee, non-resident fee, etc.)*, a strategy undertaken by some multi-campus state systems but one posing special challenges for a system with such high quality across multiple campuses.
- **Strategies for ensuring efficient use of resources coming to the University –**  
Recommendations forwarded by individual working groups include promoting efficiencies by **implementing a system of best administrative practices** across the UC system; managing **educational resources** more effectively and efficiently; **prioritizing internal research funds** to support world-class research in disciplines where extramural funding options are limited; and improving **transparency in the management of funds recovered** through indirect costs.

These and the other working group recommendations contained in this first report will be disseminated for review by and feedback from the Academic Senate, staff, students, and the public over the next two months. The full Commission will review and consider the comments received from these internal and external constituents before it presents a prioritized first round of recommendations to the Regents in July.

The working groups continue to develop, analyze and refine additional recommendations that will be presented to the Commission in June. A similar review period for faculty, staff, students, and the public will be provided for before the Commission concludes its deliberations and prioritizes a final round of recommendations for presentation to the Regents in the fall. Implementation of recommendations will be subject to traditional review by the Academic Senate in the areas for which it has delegated authority. For recommendations in all other areas, the Academic Senate will have full opportunity for consultation and review.