

### **Statement of Academic Senate values and recommendations**

The University of California has entered an era of scarce and diminishing fiscal support. The available resources are insufficient to maintain the current size of our faculty, provide educational opportunities for an increasing number of eligible students, or grow campuses and programs in ways envisioned even five years ago.

These changed circumstances compel the UC to focus on its highest priorities. We must examine the basic assumptions that underlie our resource allocation decisions. We must have the courage to make difficult choices, recognizing that change is essential and must be led and planned.

**People are the #1 asset of the University of California. Their talents and diversity are central to fulfilling the UC's tripartite mission of teaching, research and service.**

- 1. To attract and retain extraordinary and diverse faculty, total remuneration (salary, post-employment benefits, access to affordable housing, family-friendly policies) must be a top priority.**
2. To attract and retain the best staff, UC must offer competitive salaries and benefits.
3. To fulfill our commitment to the State of California, we must sustain and improve access for qualified resident students at all levels (freshman, transfer, graduate and professional) to education and research opportunities in the UC. At the same time, we recognize the value of providing greater opportunities for nonresident students.
4. To ensure student access and student diversity, we should aim to sustain current enrollments. If the state cannot support high quality education of those students, however, consideration must be given to reducing enrollments.
5. Affordability is a core value. We must make all efforts to re-build the state support that will ensure access to the UC as a public institution and economic engine. We must provide adequate financial aid to UC students through Pell grants, competitive CalGrants, return-to-aid, and financial aid to undocumented students.

**The size of the University must be commensurate with its resources. In the short term, this means that the faculty and staff must shrink and academic programs must be reshaped. Even so, sustaining academic excellence and creating opportunities for innovation must remain top priorities. The long-term plan for capital projects needs to be critically reassessed, taking into account the current economic climate and a realistic multi-year budget outlook.**

Implications for faculty and staff:

6. Each campus should develop a realistic plan for reducing the size of its faculty and staff by attrition and hiring at a slower pace, while sustaining efforts to increase diversity.
7. Special scrutiny should be given to MSP and other highly compensated administrative positions, academic and non-academic, to avoid proliferation and redundancies, and to ensure that all core-funded positions are essential to providing support for the academic enterprise.

8. Implications for capital programs:

- a. There should be a 1-year moratorium on approving new major capital projects. The moratorium should be reassessed at the end of the year, and either lifted or continued for one or more additional years, based on the current and long-term economic outlook. *Discussion question: Should this recommendation encompass all new major capital projects, or only those undertaken with state funds (direct allocation, bonds, etc.)?*
- b. There should be a commensurate moratorium on new funding commitments for the design and construction of capital projects that were conceived to accommodate new programs and enrollment growth, but which cannot be actualized within the next 5 to 10 years. To the extent possible, those projects that have been committed but not yet begun should be suspended.
- c. In undertaking any capital project, whether funded by the state or other sources, the campuses must be required to ensure that operational funding is available for the support and maintenance of that space, and for activities within expanded space.
- d. In the special case of the Merced campus, it may be appropriate to consider exceptions to (a) and (b), but not (c).
- e. The UC long-range capital plan should be reassessed. As long as resources remain scarce, we must place the highest priority on projects that address the needs of core academic (teaching and research) programs.

9. Implications for academic programs: The Senate and Administration must work aggressively, in the spirit of shared governance, to:

- a. Modify or disestablish academic programs that are moribund;
- b. Identify courses that are critical to students' degree progress and direct instructional resources accordingly; where possible and appropriate, modify degree requirements to increase flexibility and reduce demand on limited-capacity courses.
- c. Develop innovative curricular approaches, which might include distance and online instruction and multi-campus collaborations, in support the UC's goals of ensuring access, affordability and excellence in education;
- d. Sustain our capacity for curricular innovation as a key element of academic excellence. Because resources are highly constrained, however, growth in some areas needs to be offset by pruning in others. Decisions about academic programs should continue to be made through shared governance at the divisional level, keeping in mind potential systemwide consequences.
- e. Suspend commitments to creating new schools and institutes, especially if their long-term viability depends on identifying substantial, stable resource streams.

**An adequate, stable funding base is essential for the UC to fulfill its mandate and mission. Available funds should be directed toward the core missions of teaching, research and service to the maximum extent possible.**

10. The University should take all possible steps to increase revenues from the State, federal programs, contracts and grants and private philanthropy.
11. Fees are a necessary component the funding base. Increases should be gradual and predictable, but this is predicated on the stability of other revenue streams.
12. Administrative redundancies on individual campuses and at UCOP divert resources from the UC's core research and teaching missions. Efforts to eliminate duplication, streamline processes and achieve efficiencies should be accelerated.