

Office of the President

TO MEMBERS OF THE COMMITTEE ON LONG RANGE PLANNING:

DISCUSSION/ACTION ITEM

For Meeting of January 15, 2008

PLANNING PRIORITIES

The President recommends that the Committee on Long Range Planning recommend that the Regents adopt the attached priority initiatives as a means of achieving the vision for the University. That vision was developed by the Long Range Guidance Team and discussed by the Committee at its meetings in September, October, and November 2007.

The priorities have been assembled from three sources – Regents' budget priorities, the report of the Long Range Guidance Team, and the priorities emerging from the Provost's systemwide academic planning and budget processes – and reviewed by the Committee on Long Range Planning. Estimated costs have been prepared for the priorities, where available, alongside a justification for their presence and sequencing order.

As additional context, the discussion of the planning priorities will include an overview of research that has been conducted in recent years regarding public perceptions of the University and its service to the state.

(Attachment)

Draft Statement of University of California Planning Priorities

Version 17. January 3, 2008

I. OVERVIEW

True to its roots deep in the land-grant mission of its founding, the University of California faces a fundamental and critical question: *How must it change to better serve the future needs of the people of California?*

It is a particularly urgent and relevant question at this crossroads moment. Despite its considerable strengths and contributions, UC is faced with the shifting external challenges and demands. UC must not only respond to these challenges and demands; it must anticipate and proactively prepare for the future. At stake are UC's continuing excellence, place on the cutting edge of knowledge and creativity, and relevance to the pressing needs facing California and its people.

This document has been assembled from three principal sources – Regents' budget priorities, the report of the Long Range Guidance Team, and the priorities emerging from the Provost's systemwide academic planning and budget processes – and integrates and reflects the long-range plans contributed by the University's ten distinctive campuses. And, it articulates a vision for the University of California that begins to illuminate the public research university in the new century and defines priority actions that will need to be taken in order to realize that vision.

A Vision for the New Century

Ten campuses, one university – unparalleled intellectual power, worldwide reach, leadership in innovation, serving the dynamic and challenging needs of California and the global community.

The University of California of 2025 will be research intensive, with a marked increase in the multi-disciplinary, cross-disciplinary, inter-campus, and global nature of our efforts.

The University of California of 2025 will be student-centered in ways that better leverage the depth, breadth, and diversity of our faculty's expertise systemwide. UC will leverage unparalleled experimental and research facilities, libraries, research data, and other tools that foster scholarly collaboration on a worldwide scale to create distinctive educational experiences for our students.

The University of California of 2025 will be responsive to California and its increasingly diverse population, and will be broadly engaged in a myriad of ways with the people, businesses, governments, and the environmental, social, and health care services of California and the global communities of which they are part. Our campuses will continue to develop as vital cultural centers serving the regions where they are located with the highest-quality programming in the performing and visual arts, and in adult, continuing, and professional education.

II. ACTIONS

To realize this vision, we determine to sustain and enhance our ten campuses, each building a unique academic profile and contributing distinctively to selected systemwide efforts of unparalleled scope and impact.

To realize this vision, we set ourselves **three overarching goals**:

- unparalleled quality and breadth of research intensive academic programs;
- unparalleled service for the state and the people of California; and
- agility, transparency, and accountability.

To realize this vision, we commit to the nineteen priority initiatives that have surfaced from the planning processes referred to above as the means of achieving our goals.

The nineteen initiatives are described in highly summarized form in Table 1 along with preliminary estimates about their likely costs. More detailed descriptions are available in section IV below.

Table 1. UC Priority Initiatives and Cost Estimates (where available)

THREE GOALS	ELEVEN STRATEGIES	NINETEEN PRIORITY INITIATIVES	ESTIMATED COSTS
GOAL 1 Unparalleled quality and breadth of research intensive academic programs	STRATEGY 1 Recruit and retain world-class faculty and staff	INITIATIVE 1 Ensure faculty and staff salaries are competitive	<i>Faculty</i> : \$263 million over four years, \$68 million of which needs to be found; <i>Staff</i> : TBD
	STRATEGY 2 Expand the proportion of graduate students	INITIATIVE 2 Enhance competitiveness of graduate student financial aid packages	TBD
	STRATEGY 3 Ensure continued high quality of undergraduate education	INITIATIVE 3 Grow instructional budgets to achieve a student-faculty ratio (SFR) that is competitive with peer institutions	To improve SFR from 18.6 to 17.6 – \$40 million annually plus up to \$10 million in annual increments to hire additional faculty as needed to keep up with enrollment growth. The cost of more significant SFR improvement TBD
		INITIATIVE 4 Routinely survey students' interests, expectations, and educational experiences and monitor educational outcomes, integrating findings into academic and strategic planning	TBD

Table 1 (continued). UC Priority Initiatives and Cost Estimates (where available)

THREE GOALS	ELEVEN STRATEGIES	NINETEEN PRIORITY INITIATIVES	ESTIMATED COSTS
GOAL 1 (continued) -- Unparalleled quality and breadth of research intensive academic programs	STRATEGY 4 Maintain currency of essential academic infrastructure	INITIATIVE 5 Invest in physical infrastructure	\$600-\$800 million annually to improve seismic and life-safety; \$800 million - \$1 billion annually to improve and extend research space and auxiliary structures
		INITIATIVE 6 Invest in academic support	\$150 million annually for libraries, instructional equipment, and buildings
		INITIATIVE 7 Invest in information technology	\$250 million one-time investment in data center; \$70 million one-time investment to upgrade campus networks; \$5 million annually to enhance network infrastructure; \$10 million annually for research grid
	STRATEGY 5 Foster academic breadth and diversity by encouraging campuses to build on distinctive academic strengths and develop unique academic profiles	INITIATIVE 8 Ensure campuses' academic plans and investment priorities are developed in full view of one another and drawn upon to inform the University's priorities and budget decisions	No additional cost
GOAL 2 Unparalleled service for the state and people of California	STRATEGY 6 Increase diversity of faculty, staff, and students	INITIATIVE 9 Elaborate and implement recommendations of the work teams formed by the Study Group on University Diversity	TBD
	STRATEGY 7 Ensure access to and affordability of a UC education	INITIATIVE 10 Improve financial aid.	TBD
		INITIATIVE 11 Sustain Student Academic Preparation and Educational Partnership (SAPEP) programs	TBD
	STRATEGY 8 Contribute lasting solutions to California's K-12 educational crises	INITIATIVE 12 Mount a coordinated UC-wide effort marshalling capacity for research and IT innovation, and emphasizing partnership	\$10 million per year for ten years

Table 1 (continued). UC Priority Initiatives and Cost Estimates (where available)

THREE GOALS	ELEVEN STRATEGIES	NINETEEN PRIORITY INITIATIVES	ESTIMATED COSTS
GOAL 2 (continued) – Unparalleled service for the state and people of California	STRATEGY 9 Meet California’s evolving health care and health access needs	INITIATIVE 13 Train more health care professionals	TBD. At a minimum, State funding for enrollments at the agreed upon rate; A new medical school will cost at least \$200 million annually
		INITIATIVE 14 Pursue telemedicine and other e-health initiatives	TBD
	STRATEGY 10 Provide leadership in addressing issues of environmental sustainability	INITIATIVE 15 Invest in research and development that promise to address California’s environmental challenges	TBD. At least \$2 million annually for five years, growing with annual increments thereafter as the scale of the challenge and success of the effort warrant
		INITIATIVE 16 Adopt sustainable building and business practices	TBD.
GOAL 3 Agility, transparency, accountability	STRATEGY 11 Restructure business and administrative processes emphasizing agility, efficiency, and transparency	INITIATIVE 17 Develop and maintain open and transparent budget processes	No additional cost
		INITIATIVE 18 Streamline routine administrative processes	To be determined, though some cost savings or long-term cost avoidance can be anticipated
		INITIATIVE 19 Coordinate investment in common systems of support	Initial investments are likely to be substantial, particularly for complex IT-based systems, and would need to be determined on a project by project basis. Longer term, real cost savings or cost avoidance is anticipated

III. SEQUENCING

The nineteen initiatives referenced in Table 1 are assigned equal importance, but may be sequenced in a manner that:

- invests immediately in those upon whose success others depend;
- invests immediately in those that are affordable, achievable, and have a clear implementation path;
- begins planning for those requiring greater definition, including fully-costed implementation plans; and
- begins planning for those requiring greater definition *and* new funding models or funding streams.

Given their scale, infrastructural investments are treated as an altogether separate category.

Priority initiatives are listed below in a manner reflecting this sequencing. Numbers in parenthesis enable cross-referencing to the priority initiatives as listed in Table 1 (organized by the goals and strategies they are designed to promote).

- A. Initiatives upon whose success, others depend**
- Ensure faculty salaries are competitive (1)
 - Ensure campuses' academic plans and investment priorities are developed in full view of one another (8)
 - Develop an open and transparent budget process for the University of California (17)
- B. Initiatives that have clearly defined implementation plans and the resources required to begin implementation now**
- Mount a coordinated effort to contribute lasting solutions to California's K-12 educational crises, built on partnership and leveraging UC's capacities for research and information technology innovation (12)
 - Invest in research and development that promises to address California's environmental challenges (15)
- C. Initiatives that require greater definition including fully-costed implementation plans**
- Enhance competitiveness of graduate student financial aid packages (2)
 - Elaborate and implement recommendations of the work teams formed by the Study Group on University Diversity (9)
 - Improve financial aid for undergraduates (10)
 - Grow and extend impact of student academic preparation programs (11)
 - Adopt green building and sustainable business practices (16)
 - Streamline routine administrative processes (18)
 - Coordinate investment in systems of support that are commonly required by the campuses, but not as cost-effectively supplied by each acting independently (19)

D. Initiatives requiring greater definition *and* new funding models and/or funding streams

- Ensure staff salaries are competitive (1)
- Grow instructional budgets to achieve a student-faculty ratio that is competitive with peer institutions (3)
- Routinely survey students' interests, expectations, and educational experiences and monitor educational outcomes, integrating findings into academic and strategic planning (4)
- Train more health care professionals (13)
- Pursue telemedicine initiatives, combining capacities for information technology innovation with those for health care service and training (14)

E. Infrastructural investments

- Invest in physical infrastructure (5)
- Invest in academic support (6)
- Invest in information technology (7)

IV. DESCRIPTIONS OF PRIORITY INITIATIVES

Initiatives are organized as in Table 1, by the goals and strategies they are intended to achieve.

Goal 1. Unparalleled quality and breadth of research intensive academic programs

Strategy 1. Recruit and retain world class faculty and staff. Good people are UC's greatest asset. By offering competitive salaries UC will recruit and retain the best and the brightest.

Initiative 1. Ensure faculty and staff salaries are competitive.

What: Raise faculty and staff salaries so they are competitive with market – faculty according to the plan approved by the Board of Regents in September 2007, for staff by increasing salaries by 10% over a ten-year period with annual compensation increases between 1% and 1.5% over and above inflation.

Cost: For faculty salaries, the cost is estimated as \$263 million in new funds over four years (2007/08 through 2010/11), \$68 million of which will need to come from sources not yet identified. The estimate does not include the additional cost of faculty who may be hired to address enrollment growth. For staff, the total cost is still being calculated.

Strategy 2. Expand the proportion of graduate students. UC research powers California's economy positioning it well and effectively in a global marketplace. The presence of a sizeable cadre of graduate students is essential to the research enterprise, making it possible to retain good faculty, and to enable faculty to acquire external grant funding and pursue their research. Too small a proportion of graduate students will also threaten UC's highly distinctive, research-oriented, undergraduate instructional experience since graduates are vital in maintaining the research programs in which undergraduates can be integrated. Despite this, UC has seen the proportion of its graduate students decline from nearly 30% in 1965-6 to around 17% forty years later. If not reversed, this trend will challenge fundamentally the viability of the research enterprise.

Initiative 2. Enhance competitiveness of graduate student financial aid packages. These fall behind the packages that are available at peer institutions and undermine UC's ability to recruit the top graduates.

What: Expand funding available for graduate student support through a variety of means including but not limited to increased levels of state funding.

Cost: To be determined.

Strategy 3. Ensure continued high quality of undergraduate education. The quality of UC's undergraduate education contributes directly to the state's economy by ensuring the supply of a well- and appropriately educated work force.

Initiative 3. Grow instructional budgets to achieve a student-faculty ratio (SFR) that is competitive with peer institutions. The undergraduate educational experience is tied in part, to the level of contact that students are able to have with their teachers. A favorable (low) SFR is paramount and at UC, this has been allowed to climb in recent years owing to the dual trends of enrollment growth and declining public investment. Accordingly, UC now lags behind peer institutions as shown below.

Peer institution	SFR, 2006-07
Harvard	7
MIT	7
Stanford	6
Yale	6
Illinois	17
Michigan	15
SUNY-Buffalo	15
Virginia	15
University of California	18.6

What: Substantially improve the SFR to a minimum target to be agreed.

Cost: Improving the SFR from 18.6 to 17.6 would require \$40 million annually plus up to \$10 million in annual increments to hire faculty as needed to keep pace with enrollment growth. Cost estimates for more significant SFR improvement (to 17, 16, and 15, respectively) are being developed.

Initiative 4. Routinely survey students' interests, expectations, and educational experiences and monitor educational outcomes, integrating findings into long-range planning. Many things contribute to the quality of an undergraduate education – from contact with the best and the brightest academic faculty to the adequacy of a diverse range of student services. The routine analyses envisaged here will help ensure the mix is properly understood, and also that the impacts on the undergraduate experience of specific planning initiatives are revealed. Where data can be gathered in compliance with national standards, they will also support analysis of how UC undergraduates fare vis-a-vis those at peer institutions.

What: Many relevant analyses are routinely conducted on the campuses and at the Office of the President. Some are coordinated (e.g. UC's Undergraduate Experience Survey – UCUES). The initial task is determining where additional effort is required whether in coordinating existing research or in the design and implementation of new measures.

Cost: To be determined.

Strategy 4. Maintain currency of essential academic infrastructure. For the past decade, UC has focused its energies opening its doors to the tidal wave of eligible high-school graduates, and in a manner that did not diminish the institution's academic quality. While stunningly successful, the effort has not been without very significant cost to the University, especially as it has taken place during an era of declining public investment in higher education. Nowhere is this more evident than in the accumulated need for continuously deferred investment in essential infrastructures – that is, the buildings, laboratories, libraries, and the telecommunications, and information technologies that are as crucial to the modern university as they are to any knowledge organization.

The seriousness of the situation is compounded by the fact that the University has been slow to plan for and fund as critical infrastructure the ever growing telecommunications and information technology investments that it is called upon annually to make, in order simply to maintain its current operations. This places considerable pressure on operational budgets (we estimate that the University – excluding the national laboratories – spends \$1.6 billion a year on basic information technologies and their support) and in a way that prohibits life-cycle and replacement planning for infrastructure which becomes obsolete at an alarming rate.

Infrastructural investments will need to be sequenced in a manner that reflects progress with other priority initiatives. Investments will also need to be made differently than they have in the past, emphasizing sustainability where physical infrastructure is concerned, and life-cycle and replacement planning for telecommunications and information technologies.

Initiative 5. Investments in physical infrastructure

\$600 - \$800 million / year for state supportable capital project including those necessary to improve seismic and, life-safety, to accommodate enrollment growth and to build out essential infrastructure.

\$800 million - \$1 billion / year for non-state projects to improve and extend research space and auxiliary structures such as parking and housing for students, faculty, and staff.

Initiative 6. Investments in academic support

\$150 million / year for academic support including libraries, instructional equipment and instructional (classroom) buildings.

Initiative 7. Investments in information technology infrastructure. The University is substantially under-invested in information technology, spending 11% of its annual operating expenses (excluding Labs) on IT compared to 22% for all industries (as reported by Gartner). IT deployment is grossly redundant and so unnecessarily costly. Further, IT, while part of an essential infrastructure, is paid for entirely with recurrent operational funds creating a preference for piecemeal and highly sub-optimized investments and militating against efforts to rationalize and profile life-cycle replacement and upgrade costs. Urgent infrastructural investments include:

- \$250 million one-time investment in next-generation data center. UC supports 15+ data centers, each designed to house, manage, power and cool the computers that are required to support the University’s academic, administrative, and business enterprises. This level of redundancy is costly and sub-optimized; it fails to limit security risks and in general runs contrary to trends in large and global companies to consolidate data centers to achieve economies of scale and manage complexity. The development of one or possibly two University-wide data centers, designed to reduce power consumption and deliver state of the art computing platforms, promises substantial future cost savings in the long term – potentially of sufficient magnitude to offset at least some of the network upgrade and research grid development costs presented below.
- \$70 million one-time investment to upgrade campus networks to exploit the next generation network technology.
- \$5 million annually to maintain and enhance network infrastructure, and to connect new locations to the network.
- \$10 million annually to develop and operate the UC’s “research grid”, e.g., the integrated suite of computationally intensive networked services (shareable high-performance computing capacity, data storage and preservation, visualization and analytical services, user support, etc.) required to appropriately support a world-class research enterprise.

Strategy 5. Foster academic breadth and diversity by encouraging campuses to build on distinctive academic strengths and develop unique academic profiles. The approach is fundamental. It supports the broadest range of research and student educational opportunities, and enables the University to focus the complementary strengths of its ten campuses on any challenge that might confront the people and the state of California.

Initiative 8. Ensure campuses’ academic plans and investment priorities are developed in full view of one another and drawn upon to inform systemwide priorities and budget decisions. By developing a shared understanding of the campuses’ academic plans, everyone - the deans, the chancellors, the president, The Regents - make better decisions. Further, every decision that is made – whether aimed at enhancing campus strengths, fostering innovation across campuses, or achieving essential operating efficiencies at the campus and system levels – is practically and realistically grounded in the aspirations, capacities, and needs of the campuses.

What: Institutionalize processes developed recently to assist campuses in sharing their academic plans with one another and in a manner that informs University-wide planning and budget decisions.

Cost: No additional cost.

Goal 2. Unparalleled service for the state and people of California

Strategy 6. Increase diversity of faculty, staff, and students. In September, 2007, The Board of Regents adopted as a matter of policy a commitment “to the full realization of its historic promise to recognize and nurture merit, talent, and achievement by supporting diversity and equal opportunity in its education, services, and administration, as well as research and creative activity”. In particular, it “acknowledge[d] the acute need to remove barriers to the recruitment, retention, and advancement of talented students, faculty, and staff from historically excluded populations who are currently underrepresented”.

Initiative 9. Elaborate and implement recommendations of the work teams formed by the Study Group on University Diversity. The Study Group was established by President Robert Dynes and then-Chair of the Board of Regents Gerald Parsky in fall 2006 to “undertake a holistic study of the long-term impact of Proposition 209 on the University’s ability to serve the State and fulfill its mission as the leading public university in one of the nation’s most diverse states. The Group’s report (September, 2007) recommended that the Regents adopt as a matter of policy a commitment to diversity, and that the University seek through specific actions to more effectively support and promote diversity. Specific actions are to be guided by recommendations made by individual work teams convened by the Study Group to analyze issues pertaining to undergraduates, graduate and professional schools, faculty, and the campus climate, respectively. The UC Staff Diversity Council also contributed additional recommendations pertaining to UC staff.

What: Implement agreed-upon actions arising from the Study Group, its work teams, and the UC Staff Council. An initial step is to synthesize recommendations and create a fully costed implementation plans as well as the means of coordinating efforts.

Cost: To be determined.

Strategy 7. Ensure access to and affordability of a UC education thereby serving the state in the manner defined by California’s Master Plan for Higher Education, notably by ensuring that cost is not a barrier to a UC education for all eligible California high-school graduates.

Initiative 10. Improve financial aid.

What: Currently, 33% of the revenue raised from increases in student fees is returned to financial aid totaling some \$40 million in 2007/08. UC should continue this practice.

Implement other measures that help ensure affordability whether through financial aid, loan forgiveness, or other means.

Cost: To be determined.

Initiative 11. Sustain Student Academic Preparation and Educational Partnership (SAPEP) programs. Since 1872 the University of California has committed to collaborating with schools to enhance student preparation for a college education so that the “work of the university shall clearly forward the welfare of the state, of the whole body politic.” Today that commitment takes concrete form in the University’s SAPEP programs. The programs aim through a variety of means to decrease the impacts of disparity in educational opportunity in California schools. Effort is concentrated on educationally disadvantaged students and low-performing schools with considerable impact. Accordingly, the programs’ continuation and growth has been a priority for the Board of Regents since 2003.

What: An initial step is to review the programs in the context of the broader effort conceived of here (strategy 8) to contribute lasting solutions to California’s K-12 education crises; reforming or augmenting them as needed and determining an appropriate ongoing funding level.

Cost: To be determined.

Strategy 8. Contribute lasting solutions to California’s K-12 educational crises. The failure adequately to prepare California students endangers a California economy whose prosperity depends on a trained workforce, especially at a time when industries are demanding ever greater education and skills, particularly in math and science, and have the means to go elsewhere to get it. It perpetuates growing racial and ethnic gaps in educational attainment and contributes to a population that is increasingly disconnected, disengaged and disenfranchised from the state and its future. And it contributes to challenges that the University faces in ensuring that its faculty, staff, and student bodies resemble the population of California in their respective racial, ethnic, and gender compositions.

Initiative 12. Mount a coordinated UC-wide effort marshalling capacity for research and IT innovation, and emphasizing partnership. UC has long recognized its responsibility, as a public trust, to mobilize its teaching, research, and public service oriented efforts to respond to previous crises that have confronted California’s economic prosperity and the quality of life of its citizens. It must now do the same to meet today’s K-12 education crises with a coordinated institutional commitment to establish UC as a permanent, proactive partner with the K-12 system, the California State University, the California Community Colleges, the independent colleges, other state agencies, and non-governmental entities in creating an effective educational continuum for California’s students from pre-school through their university.

What: Pursue near term goals which include:

- establishing effective means of partnering with key stakeholders;
- institutionalizing leadership responsibility for this effort;
- leveraging the University’s research creativity and its capacity with innovative applications of IT to provide better information for schools and parents on student success, better capacity for schools to deliver rigorous academic content, more research and better linkages between researchers, practitioners,

and policy makers, and improved statewide policy dialogue on K-12 education issues;

- establishing a Sacramento presence in support of the initiative.

Cost: Between \$1 and \$2 million in year 1 (2007/08) funded with savings derived from UCOP restructuring. Up to \$10 million a year thereafter including \$5 million annually to be requested from the state and another \$5 million annually sourced from efficiency gains and external (philanthropic, corporate) contributions.

Strategy 9. Meet California's evolving health care and health access needs. California faces a crisis in the large and growing shortfall of doctors, nurses, public health professionals, pharmacists, and veterinarians. The deleterious consequences for California's economy and society are profound and are particularly acute for medically underserved communities.

Initiative 13. Train more health care professionals by expanding enrollment of students in schools providing accredited training for health care professionals, including establishment of new schools and programs to sustain them.

What: Substantial expansion in enrolment of students preparing for a variety of health professions. Growth to 2020 to include a 34% increase (to 3429) in MD student enrollments with similar increase in medical residents; 100% increase (to 1124) in PharmD students; 180% increase (to 1823) in public health students; an increase from 773 to 1812 Masters students in Nursing and from 80 to 420 Doctoral students in Nursing; 95% increase in DVM students to 1023 and an increase from 90 to 253 veterinary residents.

Cost: At this stage, it is impossible to estimate the costs precisely. A new medical school would cost at least \$200 million annually including capital costs, and the Regents are considering establishing at least one new school (Riverside) and possibly a second (Merced). Additionally, the state would need to fund additional enrollments at the agreed rate.

Initiative 14. Pursue telemedicine and other e-health initiatives. Such initiatives may greatly expand health care access by linking UC medical specialists with physicians and patients in outlying hospitals and clinics. They may provide more Californians with quick access to a greater range of specialties; reduce hospital admissions, ER visits, and related health care costs; improve emergency and acute-care health care services; and enable low-cost, long-distance training for doctors, nurses, and other medical personnel practicing in remote regions. The reach of such initiative must extend to community clinics serving low-income Californians.

What: Initial steps include the creation of a statewide network of high-speed data lines, building on those that already exist between the UC Davis Medical Center and the Berkeley School of Optometry, and exploration of the network's use in delivering a range of health services. These steps are being taken at least in a preliminary fashion through the University's participation respectively in the state-funded

PRIME (Programs in Medical Education) project and in the Federal Communications Commission's Rural Health Care Support Network. Experience will be revealing and guide longer-term investments.

Cost: The cost of these preliminary initiatives is met through grant funding and other means. The nature and cost of long-term investments need to be determined.

Strategy 10. Provide leadership in addressing issues of environmental sustainability.

Decreased snow-pack, new threats from invasive species, changes in the marine and coastal environment, new threats to animal and human health, human consumption of non-renewable resources – all are major and converging problems facing California at the same time as our population continues to grow and as other challenges to our economy and well-being continue to emerge. Successfully addressing these environmental challenges in a coordinated way – one that balances business, environmental and social needs, and harnesses the vibrant and entrepreneurial capabilities of California – will require ***a new way of doing business*** in the University of California (UC) and other institutions, public and private, throughout the State. UC as a whole, working together in new forms of coordinated effort, must help to lead that change.

Initiative 15. Invest in research and development that promise to address California's environmental challenges. Adopting the model that has been so successful historically in agricultural extension, the University will leverage its convening power to bring together teams of experts from the UC system, working across disciplines and across institutions and with partners from both the public and private sectors, to understand and then create science-based and practical solutions to environmental challenges.

What: Put in place the means of working in partnership in order to achieve the following short-term goals:

- convening scientists, state agencies, policy makers, natural resource managers and the public to prioritize needs and facilitate collaborative efforts to quickly respond to emerging threats to California's agriculture, environment and economy;
- focusing training and education by augmenting successful programs that will train the next generation of California leaders to manage agricultural and environmental issues;
- generating seed funding that can support targeted research in priority areas, distributing such funding with a matching requirement and focusing it on cross-disciplinary and cross-institutional, innovative research in areas identified through the strategic planning described above;
- developing an expert and data registry that creates a comprehensive, up-to-date portal to access relevant expertise, promote collaboration and cooperation, and provide access to the vital research data and results to solve California's climate change challenges; and
- developing targeted communications for disseminating information to K-12, policy makers, practitioners, the public, professionals and scientists..

Cost: \$2 million annually for 5 years, growing with annual increments thereafter as the scale of the challenge and the success of the effort warrant.

Initiative 16. Adopt green building and sustainable business practices. Through its own internal practices, the University has an opportunity at once to provide leadership to the state and the broader community and to focus appropriate research in applied ways.

What: Initial steps include determining how and where a commitment to sustainable building and business practices may be adopted as a matter of policy, and then how such a policy practically can be implemented.

Cost: To be determined.

Goal 3. Agility, transparency, accountability

Strategy 11. Restructure business and administrative processes emphasizing agility, efficiency, and transparency. This is essential if UC is to respond nimbly and use its resources effectively in response to California's rapidly changing needs. What is envisaged are multi-year and multi-faceted initiatives through which UC will simplify and standardize business policies, practices, and processes; streamline decision-making; and coordinate investment in systems that are commonly required by the campuses but not cost effectively provided by them acting independently.

Initiative 17. Develop and maintain an open and transparent budget processes.

These will ensure that budget decisions are made at every level in an open and transparent fashion and that such decisions are fully informed by academic and public service goals that are themselves clearly articulated for the campuses and for the system as a whole. They will also provide the ongoing means of identifying priorities, allocating resources accordingly, and measuring progress in achieving clearly defined goals.

What: New open budget process for UCOP that is tied to ongoing review of UCOP service, performance, and cost effectiveness.

New (reformed) budget development process that is tied specifically to an inclusive academic planning process.

New (reformed) state capital budget development process that is tied specifically to academic and long-range development plans.

New benchmarks that can be used to monitor progress in achieving key goals.

Cost: These initiatives are either completed or well underway and impose no additional cost.

Initiative 18. Streamline administrative policies and practices. Envisaged as a multi-year initiative beginning with organization and functioning of the Office of the President.

What: Determine appropriate roles for the Office of the President and structure it accordingly to ensure its effectiveness.

Review and reform of systemwide policies and practices beginning with human resources, capital planning and approval processes, and cash management, and extending to others involving substantial potential cost or risk.

Cost: Changes envisaged for the Office of the President will result in real savings and/or avoid costs longer terms, freeing resources for investment in mission (research, teaching, and public service) activities. Reforms in administrative policies and practices may similarly result in cost savings or in cost avoidance, though may entail initial investment. Such initial investment may be substantial and will need to be determined on a project by project basis.

Initiative 19. Coordinate investment in common systems of support. These are envisaged as systems (whether supporting administrative, business, or academic functions) that are commonly required by the campuses, but not as cost effectively supplied by each acting independently.

What: Determine through campus consultation where common systems of support promise improved effectiveness and efficiency; prioritize effort and develop detailed plans and adequate resources to support those common systems that are selected for implementation.

Cost: Initial investments are likely to be substantial, particularly for complex IT-based systems, and would need to be determined on a project by project basis. Longer term, real cost savings or cost avoidance is anticipated.