



OFFICE OF THE PROVOST AND EXECUTIVE VICE PRESIDENT –  
ACADEMIC AND HEALTH AFFAIRS

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Colleagues:

By now you have submitted your budget proposals for 2008-09. Thank you for the thoroughness and thoughtfulness of your responses.

Your submissions are now being reviewed as part of a longer-range process that, beginning immediately, will seek to identify and capture savings from this fiscal year and into the next fiscal year. This includes the recently announced control on filling any current OP vacancies. Next week we will be sending you clear guidelines on strict new procedures governing these controls, including the hiring of contract and temporary workers and approvals for professional service and consulting contracts.

On a separate but parallel track is consideration by The Regents at their January meeting of the appropriate long-term role of the Office of the President, vis-à-vis both The Regents and the campuses. This will be followed in March by a Regents' discussion of the OP budget, which will then be formally adopted in May.

Our budget process is being guided by three integrated, strategic imperatives and a fundamental goal.

The **imperatives** are those I outlined, in my capacity as chief operating officer, in my September 2<sup>nd</sup> response to Board of Regents chairman Richard C. Blum:

- Strengthen UC's core to fulfill its vital educational, research, and public service mission;
- Reinvigorate UC's relationship with the people of California; and
- Restructuring our administrative and budget systems.

The **goal** is clear and easily summarized: *At the Office of the President we must provide better service to the campuses and to the taxpayers of California, but at lower cost.*

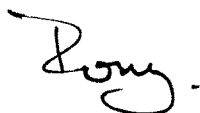
Therefore, I will be reviewing your budget proposals by asking these additional questions:

1. How does your function help support one or more of the strategic imperatives?
2. Does anyone else at the Office of the President or on the campuses provide the same or similar service?
3. Why can't these functions be performed by someone else – for instance, could the responsibility be shifted to a campus or contracted out to a private outside firm?
4. How would one or more of the strategic imperatives be harmed or diminished if we stopped performing your function altogether?

I believe these are fair and appropriate questions to ask in light of our need to improve the effectiveness of the University in serving the people of California. This will mean freeing up resources to be deployed to better uses, to avoid unnecessary costs and to create new sources of operating funds to support the academic mission.

I appreciate the challenge these times are posing for all of us. But I also believe it is leading us to a reaffirmation of the land-grant mission on which this University was founded – one based on service, first and foremost, to the people of California. We are going to be a stronger institution for this effort. Thank you for all you are contributing to it.

Sincerely,



Wyatt R. Hume  
Provost and Executive Vice President