

President Mark G. Yudof
Remarks before Committee on Finance Presentations
UC Regents Meeting
UCSF Mission Bay
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9:30 a.m.

(As prepared for delivery.)

Thank you, Chairman Gould.

As we all know, the relationship between our state and our university is in critical condition.

But while our funding situation remains undecided, we need to pull back a bit and look at the big picture.

We at UCOP have been working hard to develop a five year plan to return fiscal stability to our university. And we will be detailing the nuts and bolts of that plan in a few minutes.

What I'd like to review with you now are the principles that will guide us as we build this plan.

And these are those principles:

The first thing we will ensure is that our core mission remains intact.

That mission has three elements:

One—to provide quality education to the most promising California college students.

Two—to conduct research of the highest caliber.

And three—to follow the public service traditions that have extended the UC’s impact far beyond the borders of its campuses and into every corner of our state.

We must sustain our academic quality.

Academic quality must remain our bedrock, and that means retaining and recruiting top flight faculty.

Clark Kerr said it best: “If you make good decisions on your faculty, and every other decision is made badly, you have a great university. You make every other decision well, but badly choose your faculty, you've [got] a poor university. The quality of this university is the quality of its faculty”.

[By the way, Kerr said this at a news conference right after the regents fired him].

We will remain vigilant about student-faculty ratio, the percentage of ladder-rank faculty engaged in instruction, and the number and quality of our graduate and professional students.

In order to ensure academic quality, we need to maintain long-range stability.

The aim of our planning is to stabilize university finances across distinct but inter-related fronts. Our plan will look for a pathway that reduces volatility in state funding, enrollment pressures, and tuition and fees.

We need to do everything we can to keep the doors wide open to all eligible Californians.

More students, not less, must be served over the near and far term. Our five year plan will look constantly for ways to maximize resources to ensure its doors remain wide open to the coming generations of Californians.

We need to protect access for all Californians, and that means financial aid.

A fiscal plan that does not protect the promise embodied in the Blue and Gold Opportunity Plan will erode our fundamental obligation to serve all deserving Californians, regardless of family income or background.

In fact, the emphasis will be on expanding financial aid in ways that also extend support into the ranks of middle income families.

We need solid operational efficiencies, so that we can meet our commitments to access and to quality.

We will remain committed to building a reputation for administrative efficiencies that approaches that of our academic and research renown.

We need to reform our benefits.

The university will continue to find fiscally sound ways to reform its post-employment benefit packages, while treating its employees with the fairness they deserve.

We need to pursue new and dynamic revenue sources, and we have to think big.

New models of fundraising, more robust indirect cost recovery, a more aggressive recruitment of out-of-state students, extension programs, summer sessions, online learning courses—you name it, we'll explore it.

We need to be accountable to the people of California.

Whatever initiatives we pursue, whatever ideas we explore, we will stand ready to measure and document our effectiveness, and to demonstrate our integrity.

Now, I'm asking everyone in the UC community to think about the big picture, or why these principles matter.

Because let's be clear about what's at stake here. This isn't just about the UC. This is about California and its future.

And we are all hip-deep in a fight to save our state.

Mr. Chairman, this concludes my remarks.