LONG RANGE PLANNING

Maintaining Excellence During a Period of Exceptional Growth

September 2002
University of California

- Educates 187,000 students
- Touches the lives of every California family
- An economic engine for jobs, local dollars and tax revenues
Today’s Agenda

- Overview
- Enrollment plans
- Faculty recruitment and retention
- Resources
- Housing task force report
- Summary and future topics
Universities Are More Important than Ever

- University research advances California’s economy and quality of life
- UC’s contributions are even more vital as the world shifts to more of a knowledge-based economy
- UC is an economic engine driving regional industry clusters
Education Pays

2001 Average Earnings

- < HS: $22,100
- H.S. Grad: $30,056
- A.A.: $38,012
- Bachelor's: $54,714
- Master's: $64,532
- Doctorate: $81,380

Education levels: < HS, H.S. Grad, A.A., Bachelor's, Master's, Doctorate.
Education Pays

2001 Average Earnings:
- < HS: $22,100
- H.S. Grad: $30,056
- A.A.: $38,012
- Bachelor's: $54,714
- Master's: $64,532
- Doctorate: $81,380

2001 Average Unemployment Rate:
- < HS: 15%
- H.S. Grad: 10%
- A.A.: 5%
- Bachelor's: 0%
- Master's: 0%
- Doctorate: 0%
Education Is the Pathway to Upward Social Mobility

Estimated Lifetime Earnings

- White
- Hispanic
- Asian
- Black

Education Levels:
- < HS
- H.S. Grad
- A.A.
- Bachelor's
- Advanced Degree

Earnings Levels:
- $0
- $500,000
- $1,000,000
- $1,500,000
- $2,000,000
- $2,500,000
- $3,000,000
- $3,500,000
- $4,000,000
Population Growth
1995 to 2025 (millions)

- California: 18 millions
- Texas: 12 millions
- Florida: 10 millions
- Georgia: 4 millions
- Washington: 2 millions
Fastest Growing States 1995-2025

- California: 56%
- New Mexico: 54%
- Hawaii: 52%
- Arizona: 50%
- Nevada: 48%

Percent Change: 48%, 50%, 52%, 54%, 56%, 58%
Increase in Immigrants
1995 to 2025 (millions)

- California
- New York
- Florida
- New Jersey
- Illinois

Millions 0 2 4 6 8 10
## Population Age 65 and Over

<table>
<thead>
<tr>
<th>State</th>
<th>1995</th>
<th>2025</th>
<th>(Highest/Lowest)</th>
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<tbody>
<tr>
<td>Florida</td>
<td>19%</td>
<td>26%</td>
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<tr>
<td>California</td>
<td>11%</td>
<td>13%</td>
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<tr>
<td>Alaska</td>
<td>5%</td>
<td>10%</td>
<td>Lowest</td>
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<tr>
<td>Location</td>
<td>1995</td>
<td>2025</td>
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<tr>
<td>Alaska</td>
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<tr>
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<td>28%</td>
<td>33%</td>
<td></td>
</tr>
<tr>
<td>Florida</td>
<td>24%</td>
<td>21%</td>
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(Highest)

(Lowest)
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<thead>
<tr>
<th>Region</th>
<th>1985</th>
<th>2020</th>
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<tr>
<td>United States</td>
<td>20%</td>
<td>18.6%</td>
</tr>
<tr>
<td>Western Europe</td>
<td>20%</td>
<td>13.7%</td>
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</table>
## Median Age

<table>
<thead>
<tr>
<th>Region</th>
<th>2000</th>
<th>2050</th>
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<tbody>
<tr>
<td>United States</td>
<td>35.5</td>
<td>36.2</td>
</tr>
<tr>
<td>Western Europe</td>
<td>37.7</td>
<td>52.7</td>
</tr>
</tbody>
</table>
California’s Population in 1980

- White: 67%
- Hispanic: 19%
- Asian: 5%
- Black: 8%

California Population: 24 Million in 1980
California’s Population in 2000

California Population 35 Million in 2000
California’s Population in 2020

California Population 45.5 Million in 2020

Percent of Population by Ethnic Group

- White
- Hispanic
- Asian
- Black

California’s Population in 2020 - Demographic Shift 1980 to 2040

40% 39%

14% 6%

0%

25%

50%

75%

100%
California’s Population in 2040

California Population 59 Million in 2040

Percent of Population by Ethnic Group

- White: 25%
- Hispanic: 50%
- Asian: 15%
- Black: 48%

Demographic Shift from 1980 to 2040:

- White: 31%
- Hispanic: 0%
- Asian: 15%
- Black: 6%
Hispanics & Asians
Increase as % of Population

Demographic Shift 1980 to 2040

White: 67% to 31%
Hispanic: 48% to 19%
Asian: 15% to 5%
Black: 8% to 6%
Policy Leaders Want to Reduce Income Disparity

- Median Family Income in 2001: $65,100 for White, $35,000 for Hispanic, $63,000 for Asian, $41,700 for Black.
- % Below Poverty Level in 2000: 7.4% for White, 21.7% for Hispanic, 11.9% for Asian, 16.5% for Black.

Demographic Shift 1980 to 2040:
- White: 67% to 31%
- Hispanic: 48%
- Asian: 15% to 5%
- Black: 8% to 6%
1998 Forecast of “Tidal Wave II”

- **Actual**
- **Projected**

- **California Public High School Graduates**

- **1998 Series**
The Latest Forecast Is Even Higher

California Public High School Graduates

Actual

Projected


2001 Series

1998 Series
Maintaining Excellence

Quality

- Quality Undergraduate Education
- Excellent Research
- Leading Graduate Programs

Enabling Factors

- Students
- Staff
- Facilities
- Academic Support
- Faculty
Maintaining Excellence
Benchmarks of Quality

Quality
- Quality Undergraduate Education
- Excellent Research
- Leading Graduate Programs

Enabling Factors
- Students
- Staff
- Facilities
- Academic Support
- Faculty

Slow Moving Indicators
Maintaining Excellence
Early Warning Indicators

Quality
- Quality Undergraduate Education
- Excellent Research
- Leading Graduate Programs

Enabling Factors
- Students
- Staff
- Facilities
- Academic Support
- Faculty

Slow Moving Indicators
Early Warning Indicators
Are We on Track?

- **Slow Moving Indicators**
  - Graduation rates for undergraduates
  - Research funding
  - Rankings of departments and programs

- **Early Warning Indicators**
  - Undergraduate enrollment
  - Graduate enrollment
  - Faculty hiring
  - Staff salaries
  - Academic support
  - Financial aid
  - Graduate student support
  - Facilities
Are We on Track?

- Slow Moving Indicators
  - Graduation rates for undergraduates
  - Research funding
  - Rankings of departments and programs
UC Has High Persistence and Graduation Rates

One-Year Persistence Rates for Freshmen

Five-Year Graduation Rates for Freshmen

Increase in Competitive Awards to UC Faculty

- $25,000
- $50,000
- $75,000
- $100,000

1990-91 1995-96 2000-01

General Campus Research Expenditures per Ladder Faculty FTE

Federal

Foundation

Industry
### California Tops Federal Research Funding, FY 99

<table>
<thead>
<tr>
<th>Funding Agency</th>
<th>State Receiving Most Funding</th>
<th>Percentage Received</th>
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<tbody>
<tr>
<td>Defense</td>
<td>California</td>
<td>26%</td>
</tr>
<tr>
<td>Health and Human Services</td>
<td>California</td>
<td>11%</td>
</tr>
<tr>
<td>NASA</td>
<td>California</td>
<td>30%</td>
</tr>
<tr>
<td>National Science Foundation</td>
<td>California</td>
<td>15%</td>
</tr>
</tbody>
</table>
Fastest Growth is in Research Support from Industry

![Graph showing the percent increase in general campus faculty research expenditures by source over time. The graph indicates that industry support has the fastest growth, followed by foundation and federal support. (est) indicates estimated data for the year 2001-2002.]
Many Indicators of Strong Graduate Programs

- Of the 261 doctoral-granting universities in the U.S., only 61 are members of the prestigious American Association of Universities (AAU).

  - 6 of the 8 UC campuses eligible for the AAU are members.
  - In spite of being small and young, UCR and UCSC are in top 15 on Graham/Diamond ratings.

- Of the top 12 universities on the NRC rankings, 3 are UC campuses.

- Of the 229 rated UC programs, more than half were in the top 20.
Californians Take Pride in UC Quality

The University of California

The Best Public University System in the World
Today’s Agenda

- Overview
- **Enrollment plans**
- Faculty recruitment and retention
- Resources
- Housing task force report
- Summary and future topics
Creating Opportunities for More High School Graduates

Can We Maintain Quality during this Period of Exceptional Growth?
Are We on Track?

- **Slow Moving Indicators**
  - Graduation rates for undergraduates
  - Research funding
  - Rankings of departments and programs

- **Early Warning Indicators**
  - Undergraduate enrollment
  - Graduate enrollment
  - Faculty hiring
  - Staff salaries
  - Academic support
  - Financial aid
  - Graduate student support
  - Facilities
1999 Plan Forecast Many More Undergraduates

Number of Undergraduate Students Including Summer

Actual
Projected

UC Undergraduate Enrollment Plan of 1999
Last Year’s Revision Assumed a Return to the Plan, But …
Community College Transfers are on Plan

Year-Average California Community College Transfers

Actual

Projected

UC Goal
UC is Accessible to Low-Income Families

Percent of Undergraduates Who Receive Pell Grants

Selected Flagship Public Universities

California Research Universities
Graduate Enrollment is on Plan

Number of Graduate Students Including Summer


Actual

Projected

UC Graduate Enrollment Goal
Today’s Agenda

- Overview
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Faculty Recruitment and Retention

- **Faculty Quality**
  - Measures for Current Faculty
  - How We Achieve It and What It Costs
  - How We Nurture Continual Faculty Achievement

- **Needs for Faculty Hiring Over the Next Decade**
  - Numbers and Causes
  - Concerns
  - Flexibility
  - Opportunities
Academic Achievement and Scholarly Recognition

- Nobel Prize: 26
- Fields Medal: 3
- National Medal of Science: 39
- MacArthur Fellowships: 37
- National Academy of Sciences: 350
- National Academy of Engineering: 150
- Institute of Medicine: 117
- Howard Hughes Medical Institute Investigators: 48
“No aspect of our revised class of Research 1 universities is more arresting than the inclusion of all eight general campuses of the University of California… The speed with which [UC’s newer campuses at Santa Barbara, Riverside, and Santa Cruz] rose from modest beginnings is astonishing.”
What Outstanding Faculty Want

- Outstanding colleagues
- Outstanding students
- Outstanding support
  - Salary
  - Services
  - Finances
- Perception that the state and public value UC and treat UC well
- Intellectual stimulation and opportunities on campus and in surrounding area
- Good location/Quality of life
Faculty Salaries Are Falling Below Market Again

Faculty Salaries as % of Market

- Privates
- UC
- Publics

With No UC COLA
Reasons First-offer Candidates Declined Appointments

- Better salary offer elsewhere
- Spousal employment
- Family/geographic considerations
- Housing problems
Reasons Cited by Faculty who Resigned 2000-01

- Low salary
- Family/geographic considerations
- Housing problems
- Spousal employment problems
- Lack of research money
Promotion Review Process

CANDIDATE
- Prepares File
- Reviews File After Letters
- Reviews File After Vote

DEPARTMENT
- Solicits Letters
- Reviews File
- Votes
- Chair’s Letter

SENATE
- Ad Hoc Committee Reviews
- Committee on Academic Personnel (CAP) Reviews
- CAP Recommendation

ADMINISTRATION
- Dean Reviews File
- EVC / Provost Reviews File
- Chancellor Makes Final Decision
Faculty Promotions

- Campuswide process: input from department, academic senate and administration
- Individuals are reviewed throughout their professional careers
- World’s top people in fields are asked to evaluate
- Advancement is not automatic or merely a function of years-of-service
Tenure Rates

- About 78% of UC’s non-tenured faculty hires eventually achieve tenure

- Over the last 10 years, nearly 90% of faculty who formally came up for tenure review were granted tenure
  - Of those who left prior to tenure review, 76% secured positions at other universities (71% tenure track positions)
Budgeted Student Enrollments
General Campus

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<tbody>
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<td>Actual Graduate Students</td>
<td>50,000</td>
<td>75,000</td>
<td>100,000</td>
<td>150,000</td>
<td>200,000</td>
<td>250,000</td>
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<tr>
<td>Actual Undergraduate Students</td>
<td>150,000</td>
<td>200,000</td>
<td>250,000</td>
<td>300,000</td>
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<td>Projected Undergraduate Students</td>
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</tbody>
</table>
Tenure Track Faculty Positions

Actual

Projected
Tenure Track Faculty New Appointments Actual & Projected:

General Campus Recruitment

Hires Per Year

Actual

Projected

Concerns

- Number of searches
- Start-up costs
- Space
- Faculty salaries
Flexibility

- Balance between temporary and permanent faculty
- Balance between new hires at junior and senior levels
Opportunity

- Creating the faculty for the next several decades
  - Disciplinary balance
  - Coverage of growing fields
  - Diversity
Summary

- UC has a faculty of very high quality and knows how to foster quality
- Fostering quality requires resources
- An unusually large wave of faculty hiring in this coming decade will set in place the faculty of the next several decades
- Concerns, flexibility, and opportunities
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State Funding Cycles

UC Revenue in Billions

- 1980-81
- 1985-86
- 1990-91
- 1995-96
- 2000-01

State
Student Fee Revenues Increased During the Early 1990s

UC Revenue in Billions

- State
- Student Fees
Private Fund-Raising Has Been a Terrific Success
So Has the Growth in Federal Research Support
# The Growth Plan and the Partnership Agreement

## Assumptions
- Enrollment on plan
- State support - Partnership
  - Cost increases to the base budget – 4%
  - Catch-up funding in core areas – 1%
  - Fund enrollment growth
  - New academic facilities
- Federal – maintain $ per faculty
- Private – continue growth in private fund-raising

## Actual
- Overenrolled
- State support - Partnership
  - $237 million underfunded
  - $29 million one-time cut to core areas
- Funded enrollment growth
- Larger GO bond + ISIs
- Private – exceptional growth until this recession, then holding steady
However, California is Facing a Fiscal Crisis

- Capital gains and stock options bubble
Sharp Growth in Capital Gains & Stock Options Revenue

Capital Gains and Stock Option Revenue as a Percent of Total General Fund Revenue

Fiscal Year

- 95-96: $2.6 billion
- 96-97: $4.0 billion
- 97-98: $5.5 billion
- 98-99: $7.5 billion
- 99-00: $12.7 billion
- 00-01: $17.7 billion

Actual:
- Capital Gains
- Stock Options
California’s Bubble

Stock Options and Capital Gains Revenue as a Percent of Total General Fund Revenue

- **Projected as of 2001-02 Budget Act**
  - 95-96: $2.6 billion
  - 96-97: $4.0 billion
  - 97-98: $5.5 billion
  - 98-99: $7.5 billion
  - 99-00: $12.7 billion
  - 00-01: $17.7 billion
  - 01-02: $12.4 billion
  - 01-02: $8.2 billion

- **Actual**
  - 95-96: $2.6 billion
  - 96-97: $4.0 billion
  - 97-98: $5.5 billion
  - 98-99: $7.5 billion
  - 99-00: $12.7 billion
  - 00-01: $17.7 billion

- **Estimated as of May Revise 2002**
  - 95-96: $2.6 billion
  - 96-97: $4.0 billion
  - 97-98: $5.5 billion
  - 98-99: $7.5 billion
  - 99-00: $12.7 billion
  - 00-01: $17.7 billion
  - 01-02: $12.4 billion
  - 01-02: $8.2 billion
The Fiscal Crisis

- Capital gains and stock options bubble
- Concern about economic slowdown, layoffs, lower tax receipts
- September 11, 2001

$23.6 billion budget problem for California over two years and $10 billion on-going problem
Short-Term vs. Long-Term

- **Cycles:** California had financial problems in early 1980s and 1990s
Costs to Universities Have Risen Steadily

Percent Increase/Decrease

Higher Education Price Index

Costs to Universities Have Risen Steadily
UC Spending Lagged, Then Caught Up

Higher Education Price Index

State and UC General Funds, and Student Fees Adjusted for Enrollment Growth
Short-Term vs. Long-Term

- **Cycles**: California had financial problems in early 1980s and 1990s
  - Better funding when economy improves
  - Fundamentals of California’s economy are strong; funding should improve again
Short-Term vs. Long-Term

- **Cycles:** California had financial problems in early 1980s and 1990s
  - Better funding when economy improves
  - Fundamentals of California’s economy are strong; funding should improve again

- **Lags:** Faculty hiring and new buildings lag behind student increases and then we catch up at enrollment plateau
Faculty Salaries Are Falling Below Market Again

![Graph showing faculty salaries as a percentage of the market over time with and without COLA adjustments. The graph indicates a trend of decreasing salaries, particularly after 2000-01.]
State Funding for UC Staff Salary Increases
Funding for Staff Salaries is Falling Below Market

Funding for Staff Salaries is Falling Below Market
But, UC Has Less Staff Turnover Than Other Large Employers

Annual Employee Turnover Rates

Large Organizations in the West

University of California

But, UC Has Less Staff Turnover Than Other Large Employers

Annual Employee Turnover Rates

Large Organizations in the West

University of California
Are We on Track?

- **Slow Moving Indicators**
  - Graduation rates for undergraduates
  - Research funding
  - Rankings of departments and programs

- **Early Warning Indicators**
  - Undergraduate enrollment
  - Graduate enrollment
  - Faculty hiring
  - Staff salaries
  - Academic support
  - Financial aid
  - Graduate student support
  - Facilities
Yale and Michigan Have Excellent Libraries

Computed ARL Index Value Based upon Library Books, Subscriptions, and Staff
Budget Cuts Have Eroded Traditional Library Measures

Computed ARL Index Value Based upon Library Books, Subscriptions and Staff

Yale
U.C. Berkeley
U. of Michigan
But, Interlibrary Loans Have Doubled

Books Lent Between UC Campuses

Request Service Begins in Jan. '99
And, More Materials Are Being Shipped Electronically

- Use of Digital Journals and Archival Finding Aids
- Books Lent Between UC Campuses
- Request Service Begins in Jan. '99
- California Digital Library Begins in Jan. 1999
Student Fees Increased Sharply in Early 1990s, But ...
Financial Aid Offset Impact on Low-Income Families

- Federal Financial Aid
- California Student Aid Commission
- UC Student Fees & General Funds
- Other UC Funds
- Private
- California Student Aid Commission
- Federal Financial Aid

Student Financial Aid Expenditures Excluding Loans ($ in Millions)

- 1990-91
- 1995-96
- 2000-01
Student Loan/Work Has Decreased

How Financial Aid Recipients Pay for College

One-Third Return to Aid Policy

<table>
<thead>
<tr>
<th>Year</th>
<th>Loan/Work</th>
<th>Parent Contribution</th>
<th>Gift Aid</th>
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<tbody>
<tr>
<td>1990-91</td>
<td>$8,000</td>
<td>$2,000</td>
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<td>1995-96</td>
<td>$10,000</td>
<td>$3,000</td>
<td>$3,000</td>
</tr>
<tr>
<td>2000-01</td>
<td>$12,000</td>
<td>$4,000</td>
<td>$4,000</td>
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</table>

Legend:
- Yellow: Loan/Work
- Blue: Parent Contribution
- Green: Gift Aid
Higher Doctoral Student Support Targets

Net Stipend for Doctoral Students

- Actual
- Targets

Competitors

University of California

- 1998-99
- 2002-03
- 2006-07
- 2010-11
Need Larger Fellowships and More $ for Enrollment Growth

Total Expenditures for Graduate Student Support ($ in Millions)

- Actual
- Targets

- Fellowship Support
- RAs
- TAs

Need Larger Fellowships and More $ for Enrollment Growth
Are We on Track?

- **Slow Moving Indicators**
  - Graduation rates for undergraduates
  - Research funding
  - Rankings of departments and programs

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  - Graduate enrollment
  - Faculty hiring
  - Staff salaries
  - Academic support
  - Financial aid
  - Graduate student support
  - Facilities
With Future Bond Measures UC Could Increase Space Capacity

![Graph showing percent of CPEC standards over time with and without bond measures. The graph indicates that if G.O. Bond Measures Pass, actual space capacity compared to projected capacity is expected to improve significantly.]
Space Drops to 78% of Standard
If Future Bond Measures Fail

Percent of CPEC Standards

Actual
Projected

If G.O. Bond Measures Pass
If G.O. Bond Measures Fail
Are We on Track?

- **Slow Moving Indicators**
  - Graduation rates for undergraduates
  - Research funding
  - Rankings of departments and programs

- **Early Warning Indicators**
  - Undergraduate enrollment
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Today’s Agenda

- Overview
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- Faculty recruitment and retention
- Resources
- Housing task force report
- Summary and future topics
UC Housing Task Force

- **Task Force charge**
  - Review current housing resources and programs;
  - Assess housing needs;
  - Examine the adequacy of current housing programs;
  - Identify resources and programs to provide additional housing for students, faculty, and staff.

- **Membership of the Task Force**
The Challenge

- High cost of housing in California
- Local housing needs in UC communities
- Needs associated with UC growth plan
Campuses Vary in Size and % Currently in Student Housing

UC Average 26% Housed on Campus
Campuses Have Increased Student Housing Goals for 2011-12

More Student Housing for:
1. Enrollment Growth and
2. 38% Housed on Campus

Fall Headcount Enrollment/ Students Housed

- Berkeley: 20% Housed, 29% Housed (2011-12), 30% Not Housed
- Davis: 23% Housed, 38% Housed (2011-12), 36% Not Housed
- Irvine: 30% Housed, 36% Housed (2011-12), 38% Not Housed
- UCLA: 39% Housed, 27% Housed (2011-12), 33% Not Housed
- Merced: 50% Housed, 24% Housed (2011-12), 26% Not Housed
- Riverside: 32% Housed, 35% Housed (2011-12), 33% Not Housed
- San Diego: 42% Housed, 35% Housed (2011-12), 33% Not Housed
- San Francisco: 14% Housed, 39% Housed (2011-12), 47% Not Housed
- Santa Barbara: 20% Housed, 30% Housed (2011-12), 50% Not Housed
- Santa Cruz: 42% Housed, 60% Housed (2011-12), 40% Not Housed

Legend:
- □ Housed
- ■ Housed (2011-12)
- □ Not Housed
Student Housing Plan
Systemwide Benchmarks

actual vs projected beds, goals, and students over years: 1996-97, 2001-02, 2006-07, 2011-12

- Actual: 26%, 26%, 34%, 38%
- Projected: 26%, 26%, 34%, 38%

Beds, Goal, Students
UC Student Housing Plan
New UC Owned Beds by 2011-12
UC Student Housing Plan
New Beds by 3rd Party Developers

- Berkeley
- Davis
- Irvine
- UCLA
- Merced
- Riverside
- San Diego
- San Francisco
- Santa Barbara
- Santa Cruz

Bedspaces

2001 Base | New UC Owned | New 3rd Party

- Berkeley: 2001 Base - 8,000
- Davis: 2001 Base - 4,000
- Irvine: 2001 Base - 12,000
- UCLA: 2001 Base - 16,000
- Merced: 2001 Base - 2,000
- Riverside: 2001 Base - 6,000
- San Diego: 2001 Base - 10,000
- San Francisco: 2001 Base - 1,000
- Santa Barbara: 2001 Base - 3,000
- Santa Cruz: 2001 Base - 5,000
3rd Party On-Campus and Community Housing

- Major expansion
- Complex management, financial and tax issues
- State incentives for off-campus development
- Community support for student, faculty and staff housing
Uncertainties That Could Affect the Housing Plan

- Growth
- Economic environment
- Financing
- 3rd party development
- State and community support
Faculty and Staff Housing Programs

- Faculty housing programs
- Staff housing programs
  - Nationally recruited
  - Other staff needs
Faculty and Staff Housing Recommendations

- Increase maximum loan thresholds;
- Increase the maximum allowable loan term to 40 years;
- Introduce a new graduated payment mortgage program;
- Increase the size of the mortgage program.
Campus Plans for Additional Faculty and Staff Housing

- Nine campuses are exploring plans for developing additional for-sale and/or rental units resources for faculty and staff.
- As of June 30, 2002, there are 966 for-sale housing units and 711 rental units for faculty and staff.
Status

- Revised mortgage program guidelines have been implemented.
- New graduated-payment mortgage program has been launched.
- Mortgage pool has been sold.
Summary

- Housing is a critical resource.
- Need to monitor progress toward housing goals.
- Annual housing report to Regents.
Today’s Agenda

- Overview
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- Faculty recruitment and retention
- Resources
- Housing task force report
- Summary and future topics
Take-Home Messages

- Higher education is more important than ever
- UC faces a period of exceptional growth
- Can we maintain quality given California’s fiscal crisis?
- California is well positioned for economic competitiveness later in the decade
- But, the state may be slower in rebounding this time
- So, need to monitor benchmarks continuously
Are We on Track?

- **Slow Moving Indicators**
  - Graduation rates for undergraduates
  - Research funding
  - Rankings of departments and programs

- **Early Warning Indicators**
  - Undergraduate enrollment
  - Graduate enrollment
  - Faculty hiring
  - Staff salaries
  - Academic support
  - Financial aid
  - Graduate student support
  - Facilities
Future Topics

- Regular review of the benchmarks
- Focused discussions on key topics
  - Demographic trends
  - Enrollment projections
  - Competitive salaries
  - Capital program funding
  - Graduate student support
  - Technology transfer