Berkeley by the numbers

#1
Public University

#3
Global University

17%
Freshmen who are first generation college students

87
National championships won by Cal teams

276
Degree programs at UC Berkeley

Total student enrollment, Fall 2014
- Undergraduate 27,126
- Graduate 10,455
Impact: Size of Each Sector

Consider Very High Research Activity and High Research Activity Institutions*

Undergraduates

Public: 2,752,467
Private: 474,364

Graduates

Public: 615,465
Private: 288,235

*Carnegie Classification of Institutions of Higher Education
Carnegie Classification: Number of Public “Very High” or “High” Research Activity Institutions by State

All States have Public VHRA or HRA Institution
Carnegie Classification: Number of Private “Very High” or “High” Research Activity Institutions by State

28 states don’t have VHRA private universities

22 states have VHRA or HRA private universities
### How Do We Rank? What Do We Cost?

<table>
<thead>
<tr>
<th>University</th>
<th>Ranking</th>
<th>Undergraduate Tuition and Fees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harvard</td>
<td>1</td>
<td>$43,938</td>
</tr>
<tr>
<td>Stanford</td>
<td>2</td>
<td>$44,725</td>
</tr>
<tr>
<td>MIT</td>
<td>3</td>
<td>$45,016</td>
</tr>
<tr>
<td><strong>Berkeley</strong></td>
<td>4</td>
<td><strong>$12,972</strong></td>
</tr>
<tr>
<td>Cambridge</td>
<td>5</td>
<td>$14,040</td>
</tr>
</tbody>
</table>

*Shanghai Jiao Tong 2014 World University Rankings  **2014–15
When I observe the men who surround me in Washington … The Secretary of State, the Secretary of Defense, the Chairman of the Atomic Energy Commission, the Director of the CIA & the Ambassador to India are all graduates or former students of this great university … I am forced to confront an uncomfortable truth … the New Frontier may well owe more to Berkeley than Harvard.

- President John F. Kennedy, 1962
For every $1 California invests in higher education, the state receives a net return on investment of $4.50.

Our Financial Landscape
“As spending on CSU & UC has declined, corrections spending has soared.”

- Budget Brief, California Budget Project (May 6, 2014)

Note: not adjusted for inflation
State appropriations have declined from $506M in 2008 to $319M in 2014. That’s a decline of 43% when adjusted for inflation.
The Traditional Financial Model is Under Stress

State Appropriations as Percent of Total Revenue Indexed to 2002
Excludes investment income

*Includes medical school
Expense growth has been relatively low, in line with our peers & at the low end compared to UC campuses.

Comparing Growth in Expenses from 2003 to 2013

Expense growth has been relatively low, in line with our peers & at the low end compared to UC campuses.
Unfortunately, **revenue** growth places us last relative to our peers (and within the UC system)

Comparing Growth in Revenues from 2003 to 2013

Unfortunately, revenue growth places us last relative to our peers (and within the UC system)
Tuition and state support dependency: 2003

Dependence on State and Tuition\(^1\) Revenues

2002-03 – In %

1) Student Tuition and Fees, net
Source: UCOP Campus financial schedules including estimated payout for Endowment held by the Regents

Tuition\(^1\) as % of Total Revenues

UCB
UCSF
UCLA
UCD
UCSD
UCR
UCSC
UCSB
UCI

<table>
<thead>
<tr>
<th>State Support as % of Total Revenues</th>
<th>Total Revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. State Dependent</td>
<td>$1 billion</td>
</tr>
<tr>
<td>2. Tuition &amp; State Dependent</td>
<td>$2 billion</td>
</tr>
<tr>
<td>3. Tuition Dependent</td>
<td>$4 billion</td>
</tr>
<tr>
<td>4. Limited Dependence</td>
<td>$4 billion</td>
</tr>
</tbody>
</table>

1) Student Tuition and Fees, net

Source: UCOP Campus financial schedules including estimated payout for Endowment held by the Regents
This has resulted in a significant shift in state support and tuition dependency since 2003.

Dependence on State and Tuition\(^1\) Revenues
2002-2003 and 2013-14 – In %

1. State Dependent
2. Tuition & State Dependent
3. Tuition Dependent
4. Limited Dependence

1) Student Tuition and Fees, net
Source: UCOP Campus financial schedules including estimated payout for Endowment held by the Regents
Reimagining Our World Together

Photos: Elena Zhukova
1. Financial Strength

- Provide financial resources to enable strategic objectives
- Align resources to strategies
- Leverage data for strategic decision-making
- Develop new revenue sources
- Generate savings through operational efficiencies and cost containment
2. Administrative Excellence

- **High performance, service-oriented culture**
- Improve service by **standardizing & simplifying** processes
- Foster greater **efficiency** & campus **partner satisfaction**
3. Infrastructure & Campus Environment

- Provide campus with the:
  
  **Facilities**
  **Technology**
  **Infrastructure**
  **Safety & Support**

That it needs to be a leading university in the 21st century
Financial sustainability requires a focus on efficiency and revenue growth.

<table>
<thead>
<tr>
<th>Savings/revenue opportunities</th>
<th>Revenue opportunity</th>
<th>Revenue opportunity</th>
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<tbody>
<tr>
<td>OE: Business &amp; Infrastructure Improvements</td>
<td>Entrepreneurship, Start-up Support &amp; Incubators</td>
<td>Philanthropy</td>
</tr>
<tr>
<td>Revenue opportunity</td>
<td>Revenue opportunity</td>
<td>Revenue opportunity</td>
</tr>
<tr>
<td>Digital Education</td>
<td>Berkeley Global Campus at Richmond Bay</td>
<td>Unit-level Entrepreneurship/UPP</td>
</tr>
</tbody>
</table>
California Memorial Stadium Activation & Partnerships

Executive Education
Goldman School of Public Health
Haas Innovation Lab
Engineering Lab
Visitor Center
Campus Store
Rec Sports
Hall of Fame
Celebrating Excellence:
Nobel Laureates
UC Berkeley Jazz Supper Club
Visitor Center View Deck
The Studium
Food Court
Goldman Plaza
University Club Special Events
The VCAF senior leadership team is working together to:

- Develop multi-year strategic plans
- Prioritize projects
- Contain costs
- Streamline operations
- Find new revenue opportunities
- Establish metrics
- Identify opportunities for collaboration across units
So How Do We ...

Access  Costs  Excellence  State National & Global Impact