Berkeley by the numbers

- #1 Public University
- 17% Freshmen who are first generation college students
- 87 National championships won by Cal teams
- #3 Global University
- 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

Hawaii is VHRA
Alaska is HRA
Carnegie Classification: Number of Private “Very High” or “High” Research Activity Institutions by State

Only **22** states have VHRA or HRA private universities

**28** states don’t have VHRA private universities
<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>Berkeley</td>
<td>4</td>
<td>$12,972</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)

![Chart showing change in state agency funding since 1990]

*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
Unfortunately, **revenue** growth places us last relative to our peers (and within the UC system)
Dependence on State and Tuition¹ Revenues
2002-03 – In %

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

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

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

State Support as % of Total Revenues

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

Total Revenues

- $4 billion
- $2 billion
- $1 billion

No medical center
With medical center
Reimagining Our World Together

Photos: Elena Zhukova
1. Achieve 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. Foster Administrative Excellence

- **High performance, service-oriented culture**
- Improve service by **standardizing & simplifying** processes
- Foster greater **efficiency** & campus **partner satisfaction**
3. Establish and maintain a robust campus infrastructure & healthy, safe 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>OE: Business &amp; Infrastructure Improvements</th>
<th>Revenue opportunity</th>
<th>Revenue opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital Education</td>
<td>Entrepreneurship, Start-up Support &amp; Incubators</td>
<td>Philanthropy</td>
<td>Unit-level Entrepreneurship/UPP</td>
</tr>
</tbody>
</table>
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