



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

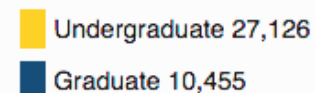


276

degree programs at UC Berkeley

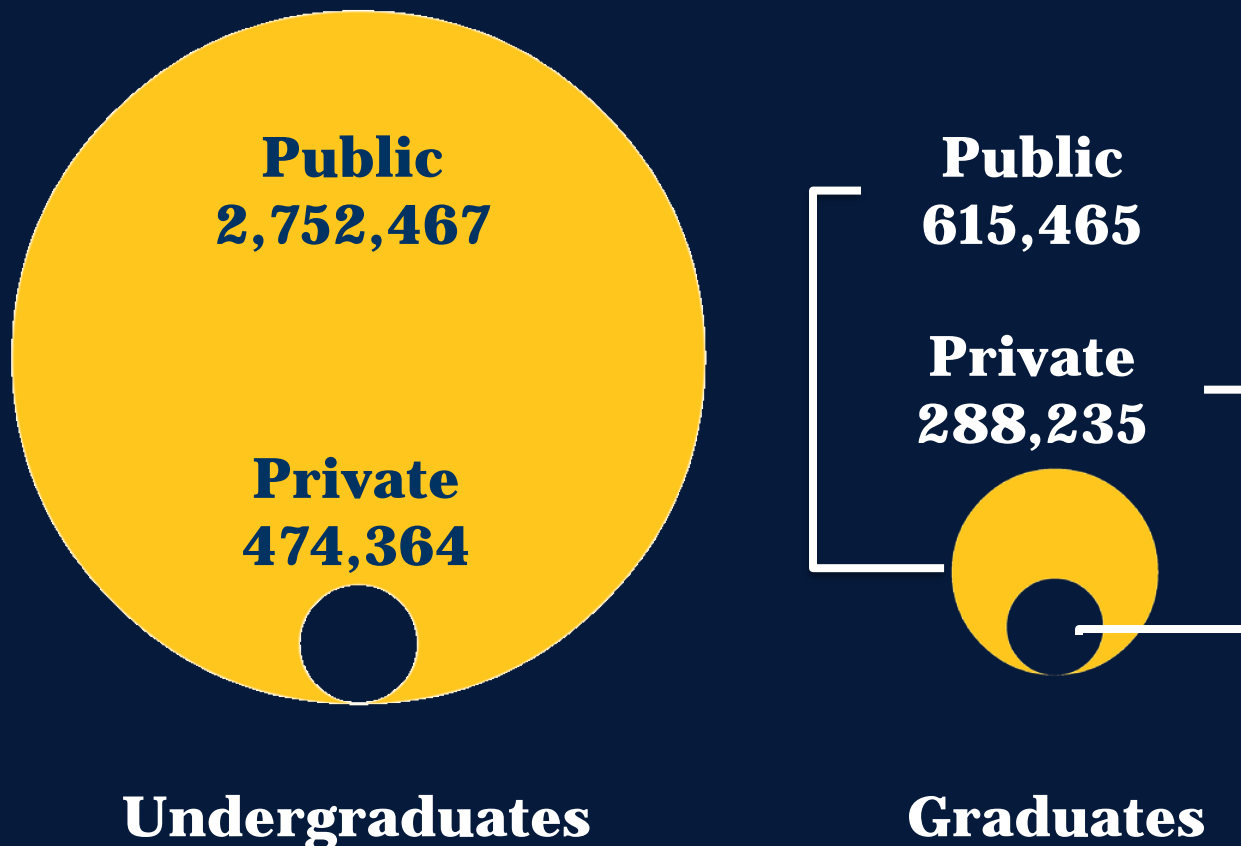


Total student enrollment, Fall 2014



Impact: Size of Each Sector

Consider Very High Research Activity and High Research Activity Institutions*

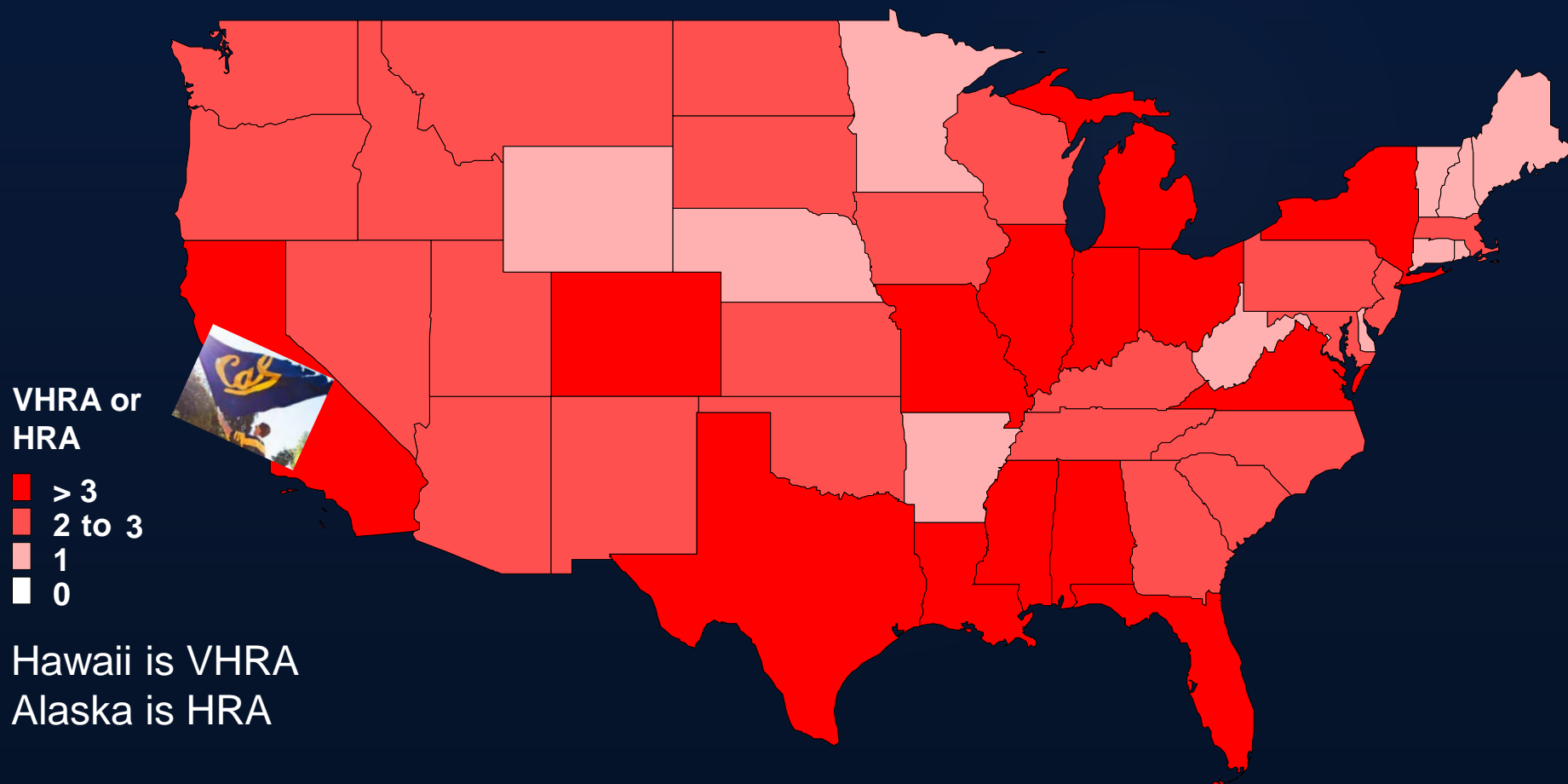


Undergraduates

Graduates

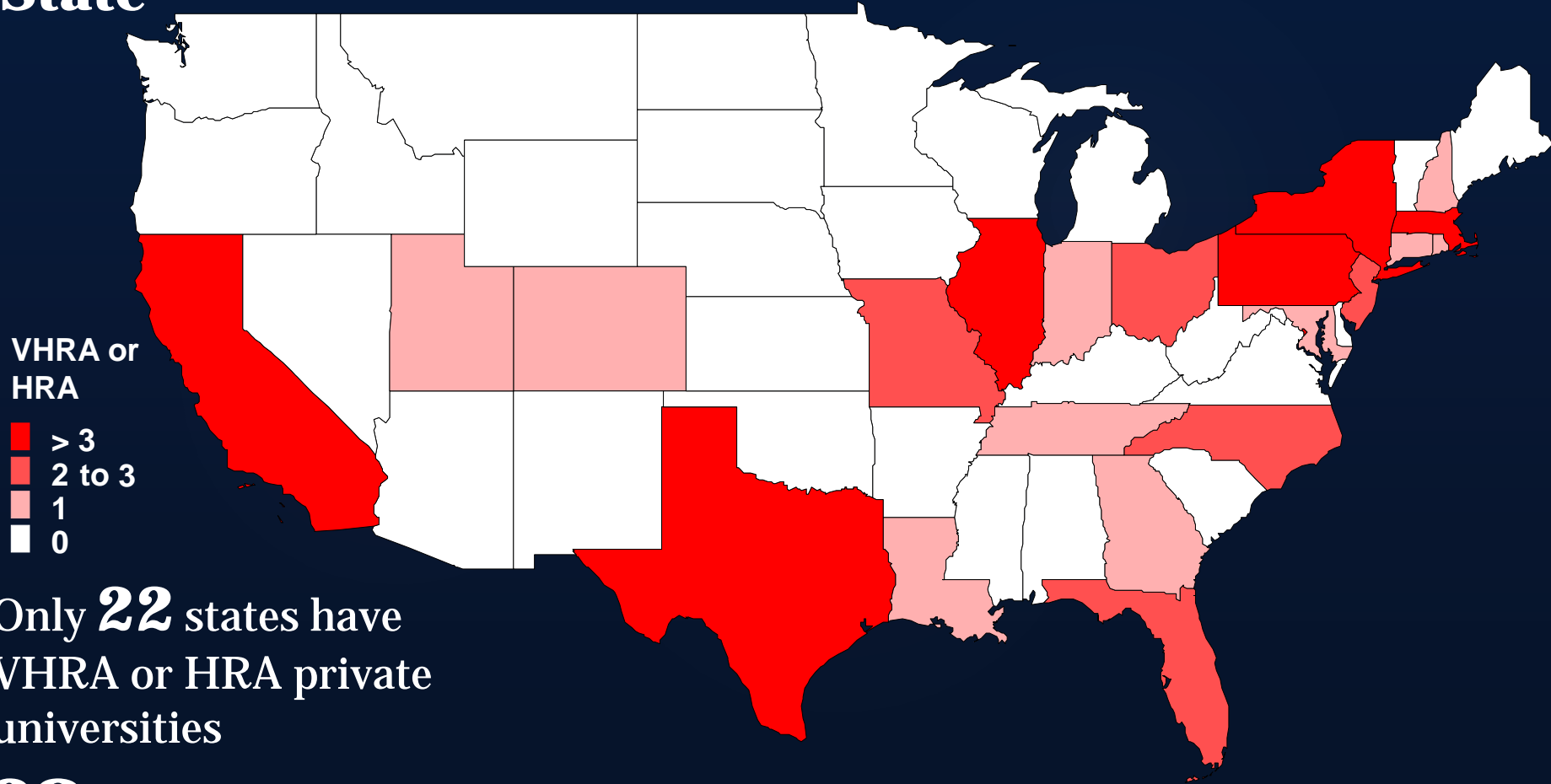
*Carnegie Classification of Institutions of Higher Education

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



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

28 states don't have VHRA private universities

How Do We Rank? What Do We Cost?

	Ranking*	Undergraduate Tuition and Fees**
Harvard	1	\$43,938
Stanford	2	\$44,725
MIT	3	\$45,016
Berkeley	4	\$12,972
Cambridge	5	\$14,040



“ 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

Source: California's Economic Payoff: Investing in College Access and Competition by Dr. Jon Stiles, Dr. Michael Hout, Dr. Henry Brady. Institute for the Study of Societal Issues, Berkeley. April, 2013.

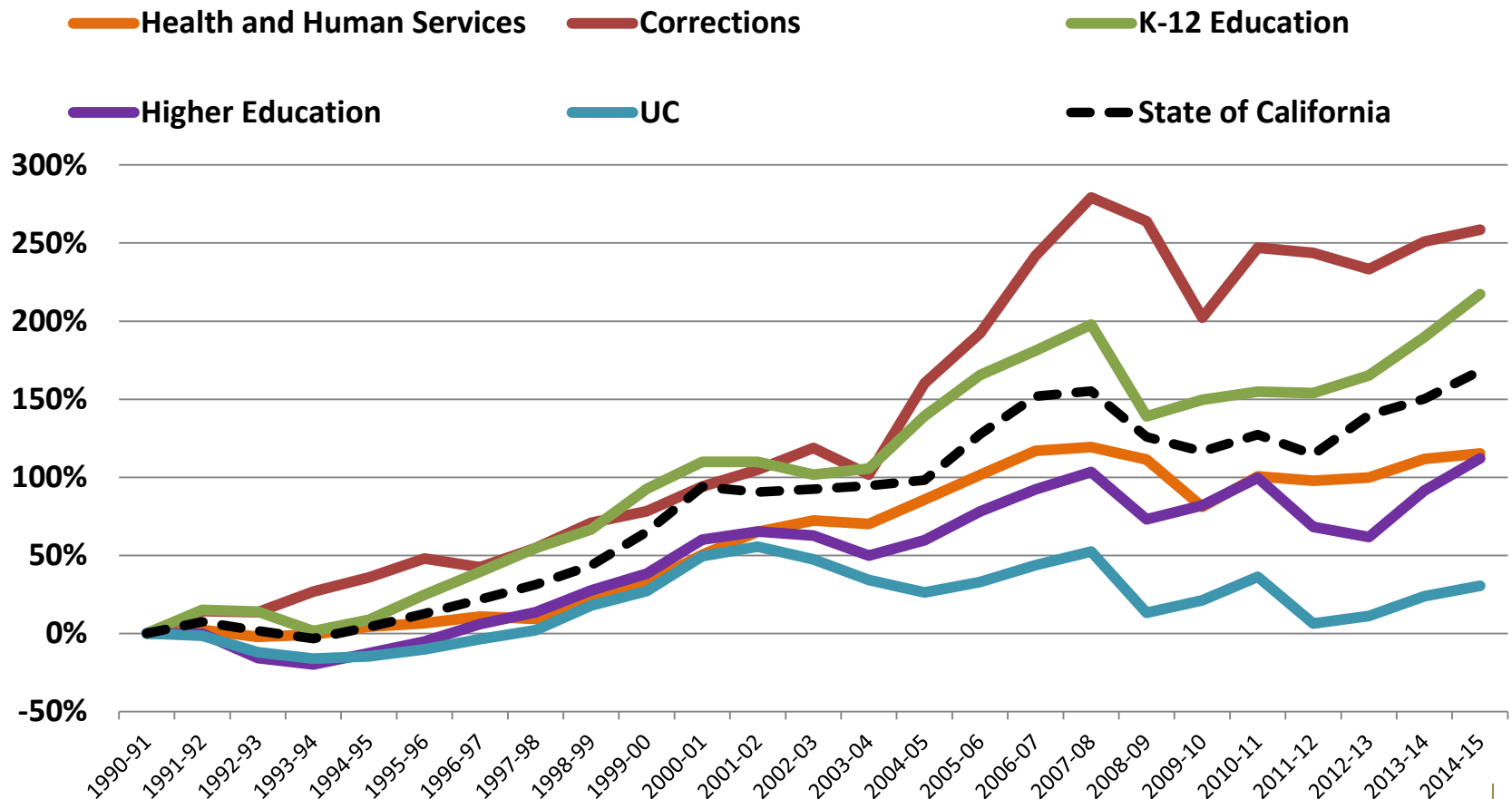


Our Financial Landscape

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

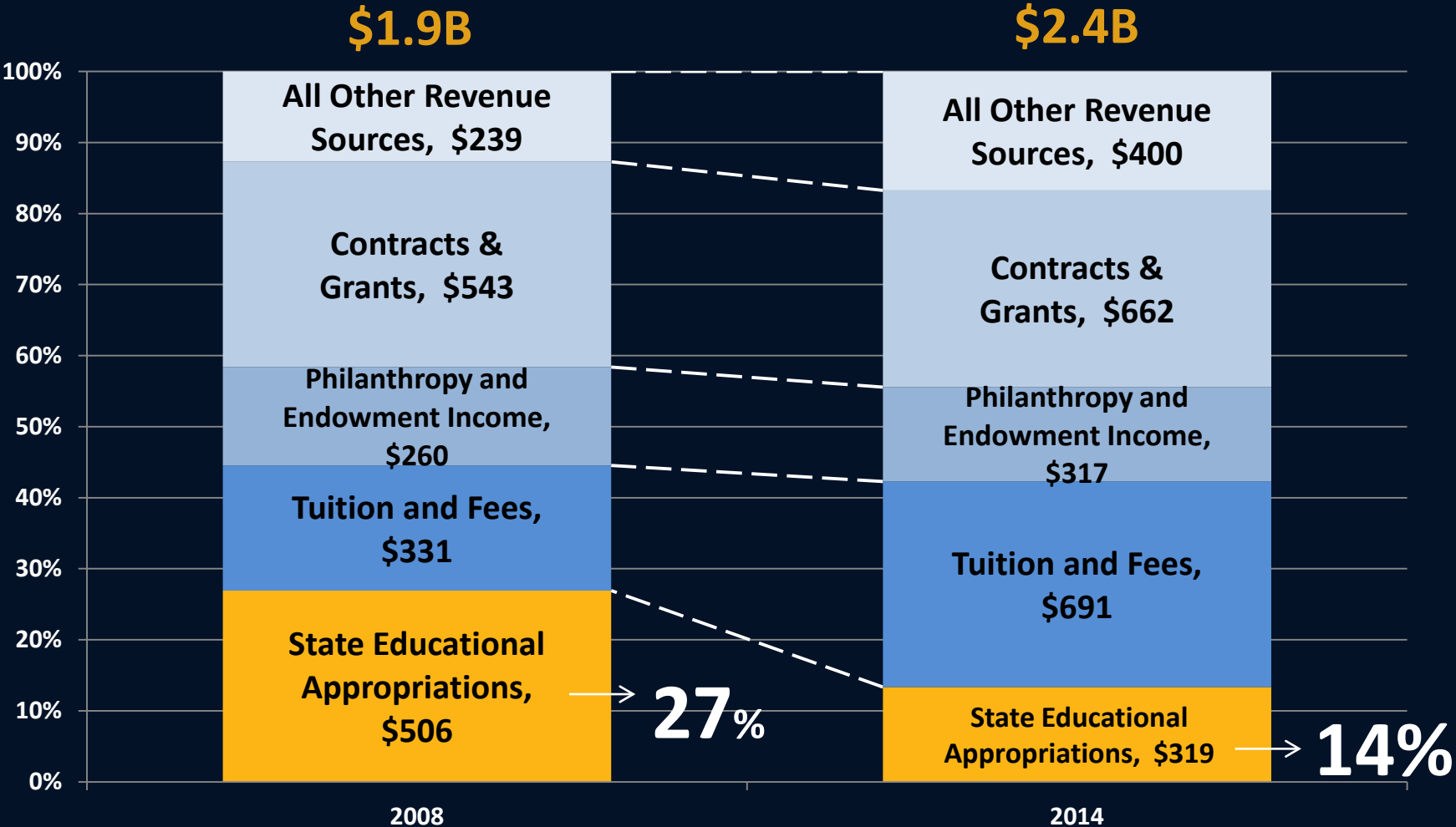
- Budget Brief, *California Budget Project* (May 6, 2014)

Change in State Agency Funding Since 1990



Note: not adjusted for inflation

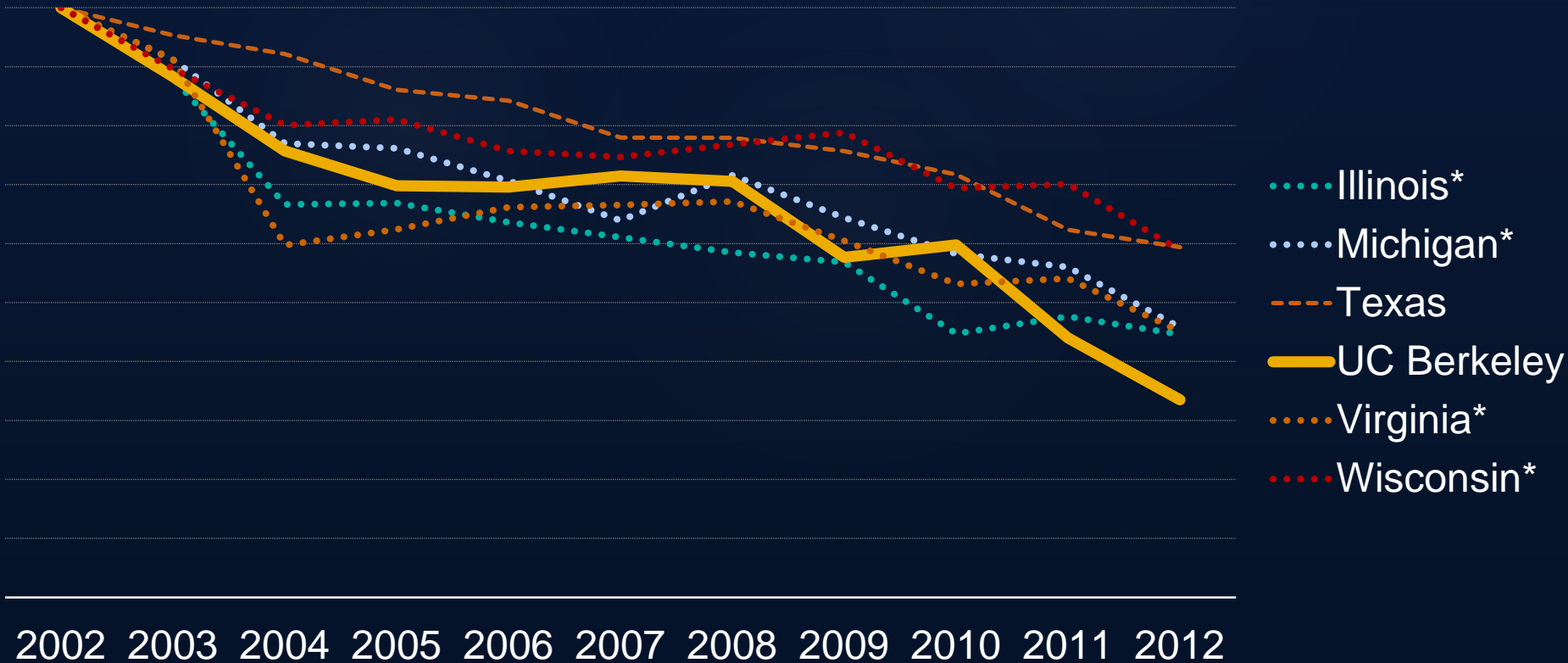
State appropriations have declined from \$506M in 2008 to \$319M in 2014. That's a decline of 43% when adjusted for inflation.



The Traditional Financial Model is Under Stress

State Appropriations as Percent of Total Revenue Indexed to 2002

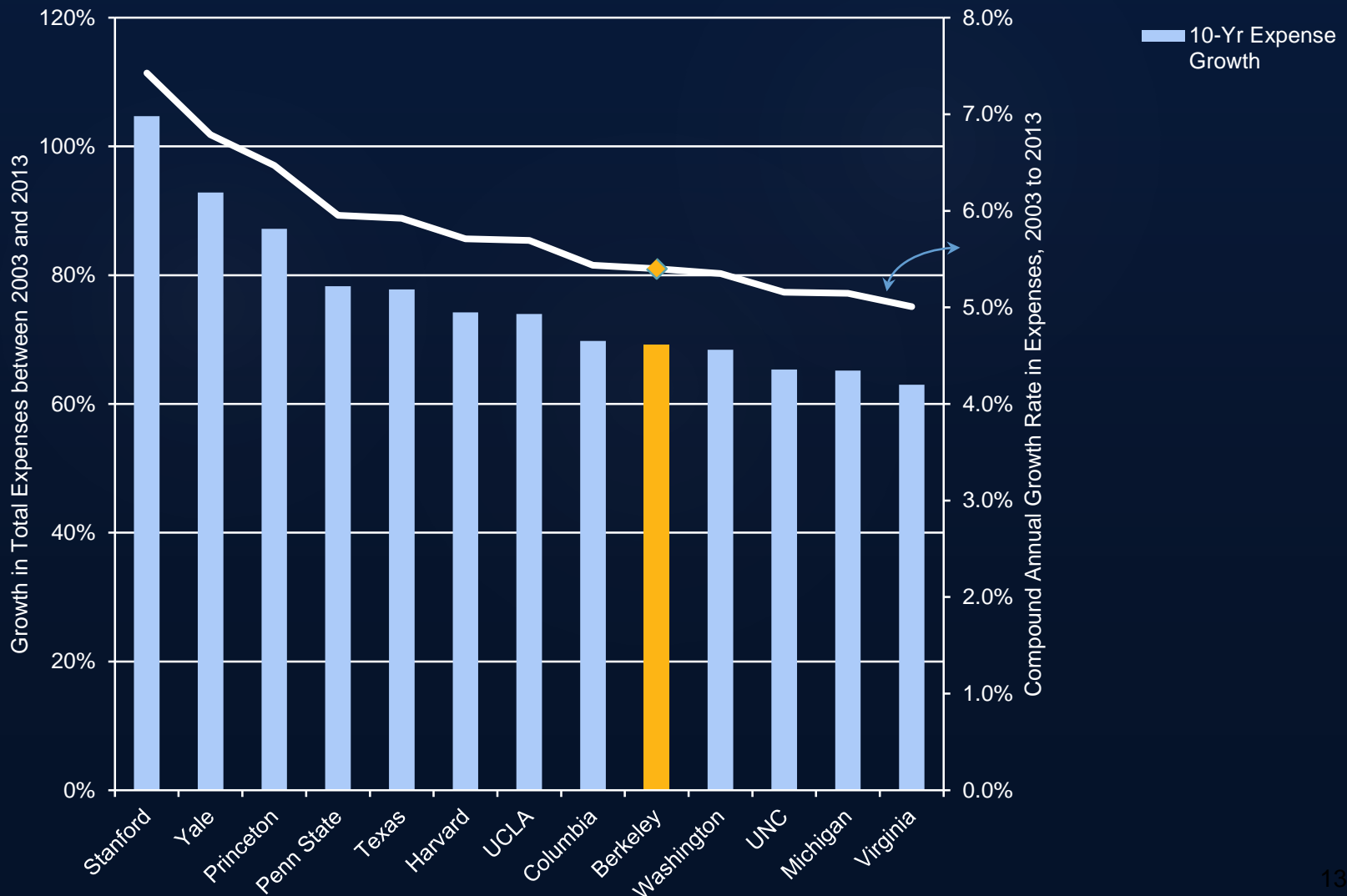
Excludes investment income



*Includes medical school

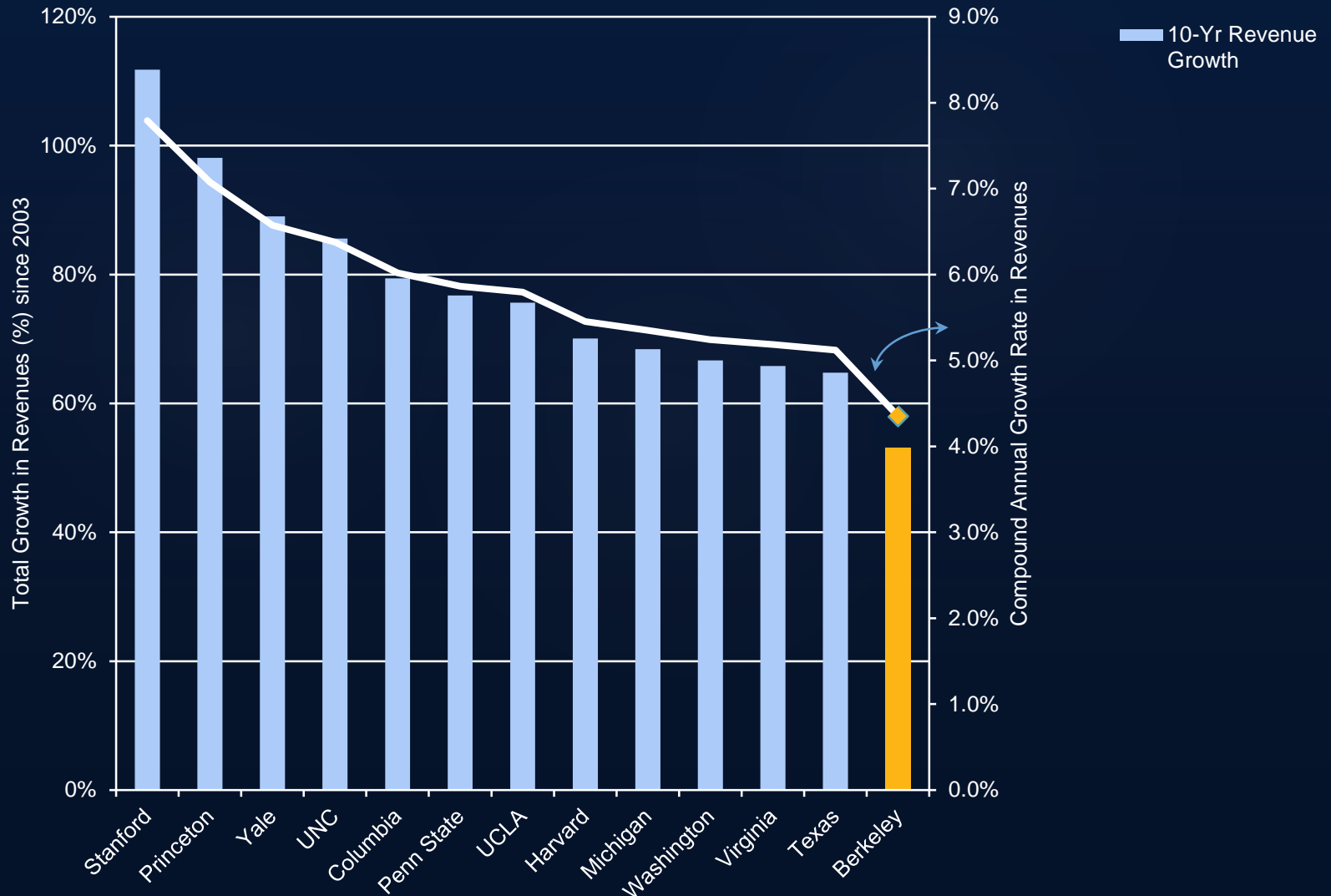
Expense growth has been relatively low, in line with our peers & at the low end compared to UC campuses

Comparing Growth in Expenses from 2003 to 2013



Unfortunately, **revenue** growth places us last relative to our peers (and within the UC system)

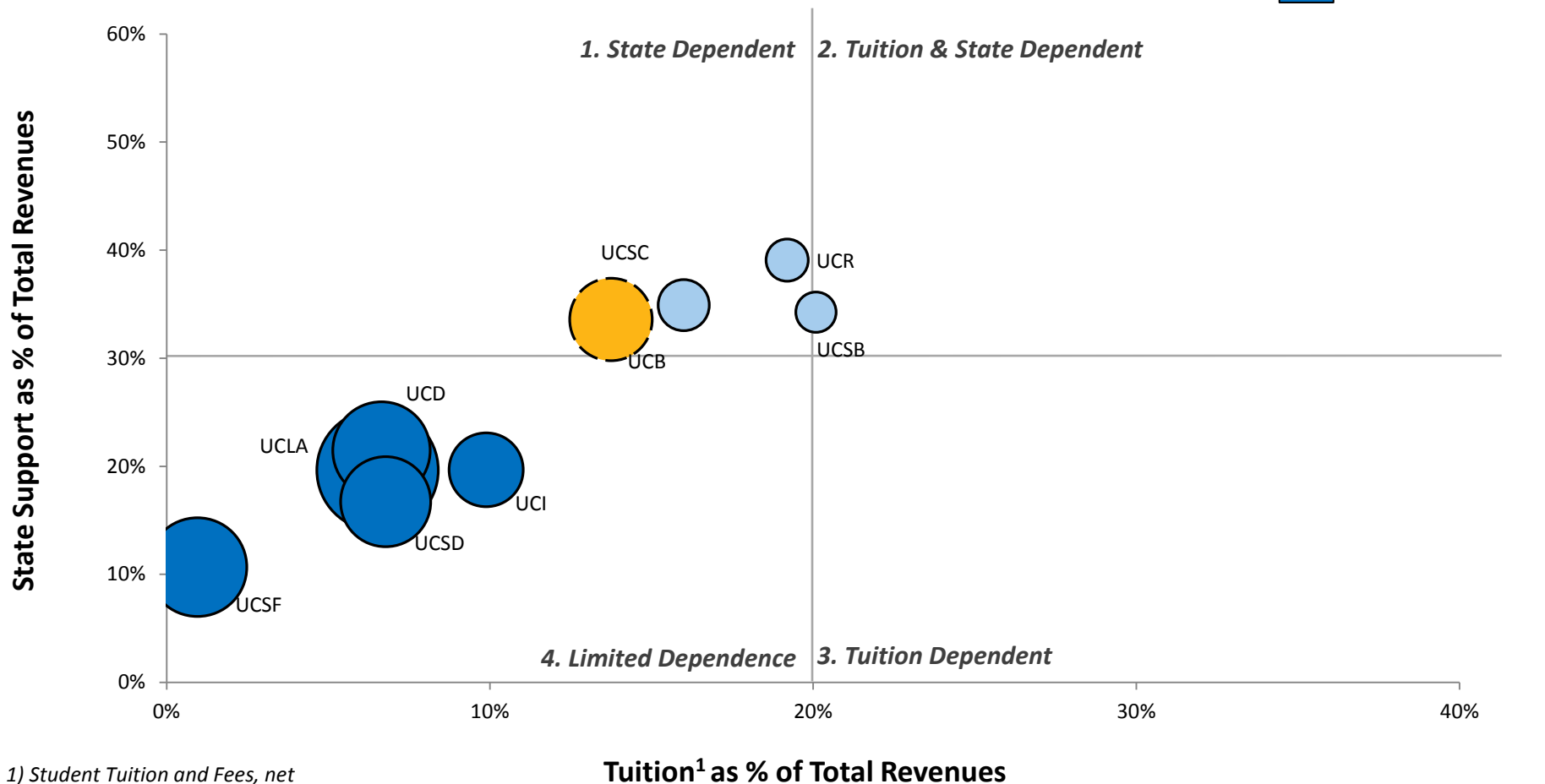
Comparing Growth in Revenues from 2003 to 2013



Tuition and state support dependency: 2003

Dependence on State and Tuition¹ Revenues

2002-03 – In %



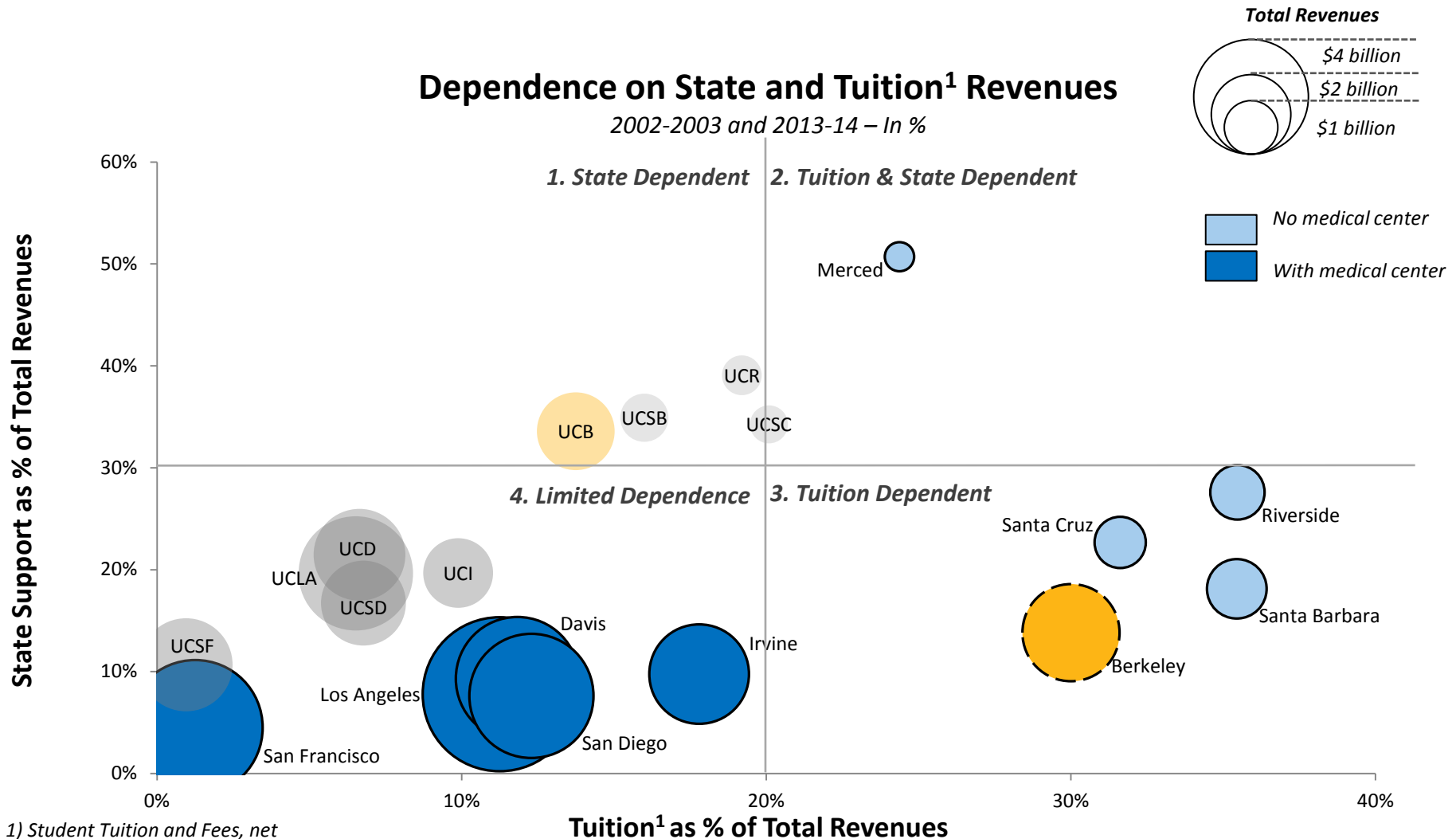
1) Student Tuition and Fees, net

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 Tuition¹ Revenues

2002-2003 and 2013-14 – In %



1) Student Tuition and Fees, net

Source: UCOP Campus financial schedules including estimated payout for Endowment held by the Regents

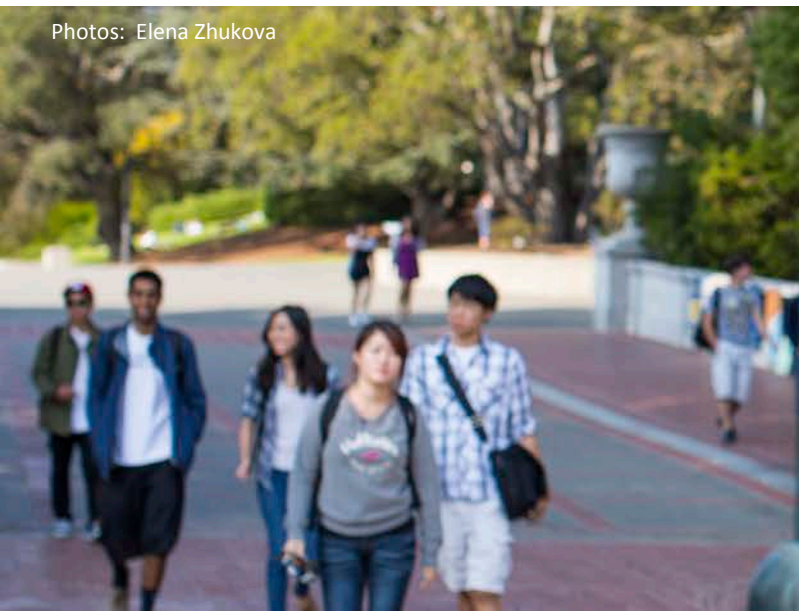


Photo: Elena Zhukova



Photo: Steve McConnell

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

Savings/revenue opportunities

OE: Business & Infrastructure Improvements

Revenue opportunity

Digital Education

Revenue opportunity

Entrepreneurship, Start-up Support & Incubators

Revenue opportunity

Berkeley Global Campus at Richmond Bay

Revenue opportunity

Philanthropy

Revenue opportunity

Unit-level Entrepreneurship/UPP

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