



Annual  
Accountability  
Report

EXECUTIVE SUMMARY

2014

UNIVERSITY  
OF  
CALIFORNIA



# University of California Accountability Framework

As a public entity, the University is accountable to the people of California and it must and it shall remain accountable to them for its actions, past and present, and for its future developmental trajectories. Accountability will be demonstrated in a variety of ways:

- by the transparency of the decision-making processes that govern the University and its campuses, medical centers, and laboratories; and
- by the manner in which key performance indicators are disclosed to and discussed with the broader public.



The *Annual Accountability Report* is produced by the Institutional Research and Academic Planning Unit at the University of California Office of the President. We gratefully acknowledge the assistance provided by numerous departments and individuals both at the Office of the President and at UC campuses.

Cover photo: UCLA. © the Regents of the University of California.

**Accountability Website:**

[www.universityofcalifornia.edu/accountability](http://www.universityofcalifornia.edu/accountability)

**Contact:** [accountability@ucop.edu](mailto:accountability@ucop.edu)



UC Berkeley. Photographer Elena Zhukova. © Regents of the University of California.

# Executive Summary

## The University of California – Power of Public

### ACCOUNTABILITY REPORT

As part of its transparency efforts, the University of California (UC) annually produces the Accountability Report to provide greater awareness of University operations. The report is written as a management tool for UC leadership, faculty and staff. It also is intended to be a public document, written for a broad range of stakeholders with an interest in understanding how well UC is performing, including strengths and areas for improvement.

The 2014 Accountability Report illustrates the power of the University of California as a public institution by describing its role in:

- educating undergraduates, graduate students and health sciences students, including doctors, nurses and allied health professionals;
- conducting research that benefits the state, the nation and the world;
- serving as one of California's largest employers;
- operating five teaching hospitals where Californians receive first-class medical care and future health sciences professionals learn their craft; and
- leading sustainability efforts to achieve carbon neutrality, energy efficiency and water savings.

### UC'S IMPACT ON THE STATE OF CALIFORNIA

Student enrollment at UC has quadrupled over the last 50 years. Today, UC enrolls over 244,000 students at our ten campuses. The University awards more than 30 percent of the state's bachelor degrees with significant contributions to STEM (science, technology, engineering and math) fields, more than 60 percent of its academic doctoral (Ph.D.) degrees, and more than 60 percent of its medical professional practice degrees. UC has more than 1.6 million alumni, with 1.2 million living in California.

Beyond our impact on students and their families, UC is one of the largest employers in the state, with

*"The University of California is preeminent in educating the state's young people, in enhancing research and scholarship in every discipline, in fostering economic growth, medicine, the arts, its athletic and other programs. Simply put, UC is the gold standard. Together, we must ensure that this standard is upheld."*

President Janet Napolitano

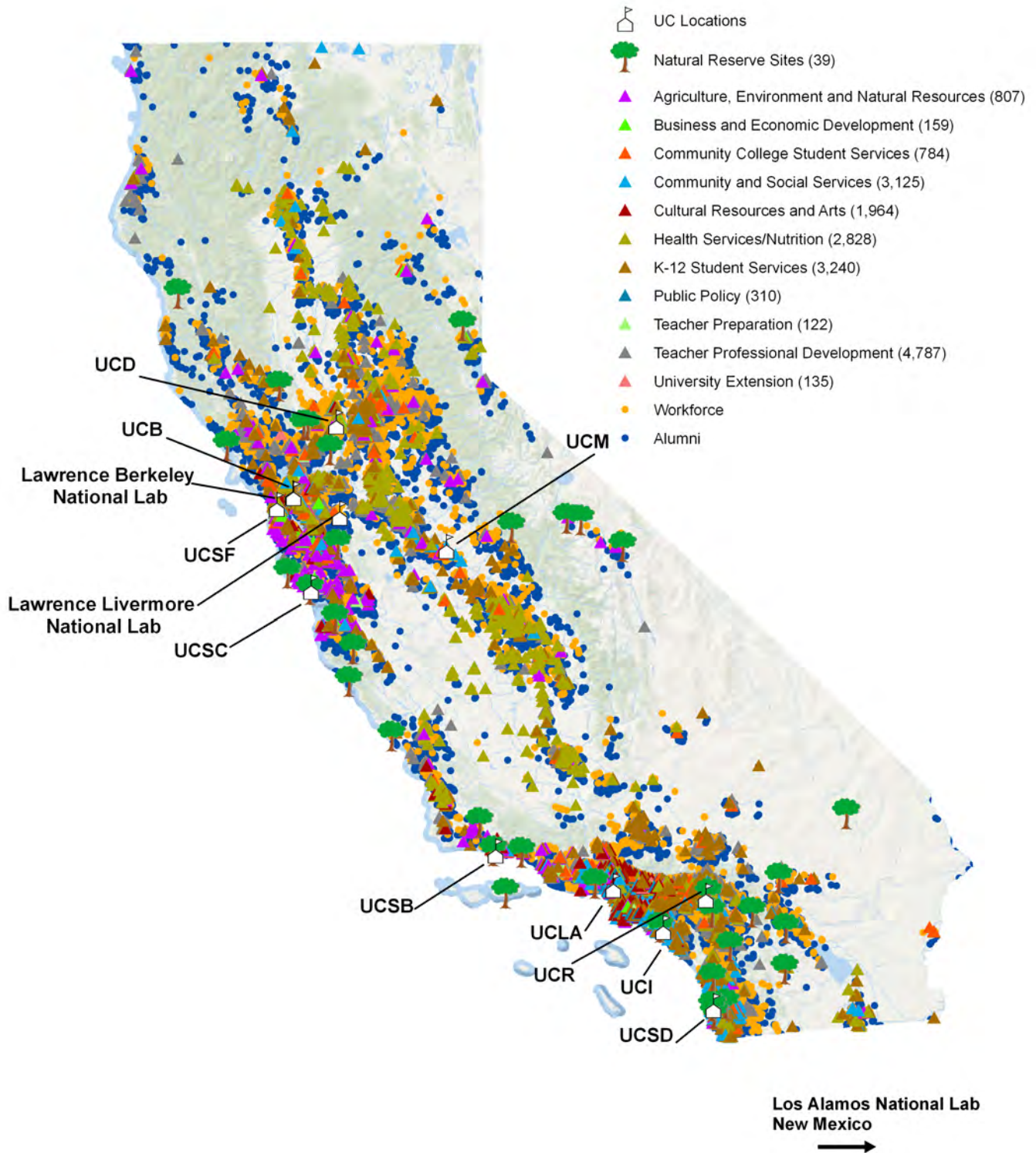
Each chapter of the Accountability Report starts with an introductory essay that describes UC operations in that subject area. Where possible, the report quantifies resources, activities and outcomes, and provides data visualizations to illustrate trends, provide comparisons and set context. Each chapter offers links to additional information sources and references the data sources. The glossary defines frequently used terms, and the data glossary lists the resources employed. Data and visualizations can be downloaded from the online version of this report at <http://accountability.ucop.edu/>.

This executive summary highlights key findings, including UC initiatives to support operational goals.

138,000 faculty and staff and more than 61,000 retirees, about 45,000 of whom live throughout California.

The broader UC community includes many more people. Numerous farmers and agriculturalists work with UC Cooperative Extension agents; entrepreneurs and employees in industry use findings from UC's research; and many others throughout the state participate in a wide variety of UC programs. The following map illustrates UC's impact across the state. Clearly, UC's reach goes far beyond its ten campuses to affect all Californians.

# UC'S STATEWIDE PRESENCE



Source: UC campuses and UC Corporate Personnel System.  
Interactive maps are available on the web at: <http://arcgis.cisr.ucsc.edu/ucop/>

# TEACH FOR CALIFORNIA, RESEARCH FOR THE WORLD

## ACCESS, AFFORDABILITY AND OUTCOMES FOR UNDERGRADUATES

UC maintains its commitment to the California *Master Plan for Higher Education* by offering freshman admission to every state resident who meets our requirements and applies for admission.

Over the past two decades, freshman applications have grown almost 10 percent a year, nearly tripling since 1994. With this growing number of applicants, admit rates have declined at some UC campuses as they become more selective. Despite these trends, all qualified freshman applicants either are admitted to a campus of their choice or receive an offer of admission to another UC campus through UC’s referral process.

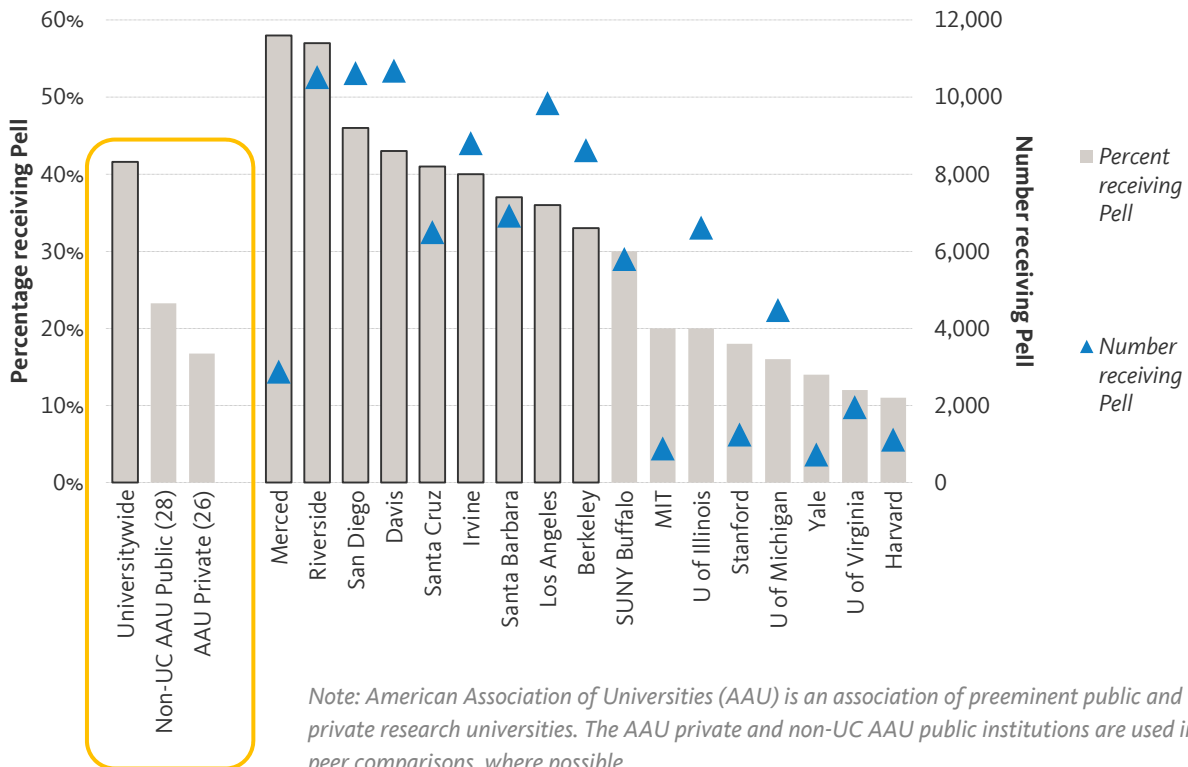
In addition, roughly 30 percent of UC’s incoming undergraduates are California Community College (CCC) transfers. While transfer applicants have almost doubled over the last 20 years, the number

of applicants dropped in 2011 and slightly rebounded in 2012. This drop is likely due to significant CCC financial and enrollment cutbacks. UC is committed to maintaining or enhancing its transfer function and streamlining its transfer pathways.

Affordability is one of UC’s high priorities. The University is able to provide access to students across the socio-economic spectrum, including a significant percentage who receive assistance through the federal Pell Grant program, which provides need-based grants to low-income undergraduates. UC’s financial aid program takes into consideration how much parents can afford; federal, state and University grant aid (like the Blue & Gold program); and a manageable student “self-help” contribution from work and/or borrowing.

### UC enrolls a higher percent of Pell Grant recipients than any other top research university in the country.

**Pell Grant recipients, 2011–12**



Source: IPEDS

## TEACH FOR CALIFORNIA, RESEARCH FOR THE WORLD

About 45 percent of the most recent graduating class left UC with no debt at all. For those leaving with debt, the average amount is just over \$20,200. This debt load is significantly less than the average debt incurred at other public four-year institutions, and dramatically lower than the average debt for graduates of private nonprofit and for-profit institutions.

### Average cumulative loan debt, freshman entrants

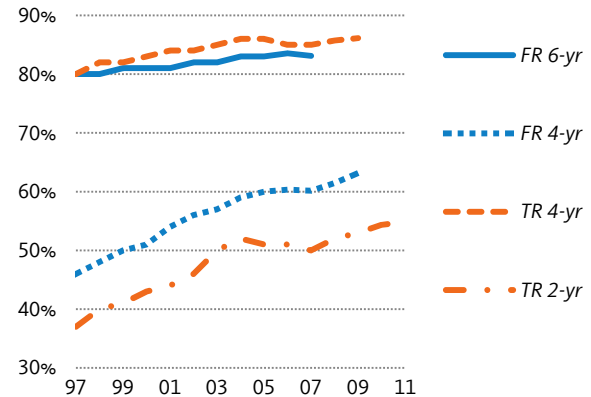
Riverside	\$21,087	Private for-profit	\$37,840
San Diego	\$20,944	Private nonprofit 4-year	\$30,737
Los Angeles	\$20,878	Public 4-year	\$25,704
Santa Cruz	\$20,826		
Irvine	\$20,284		
<b>UC AVERAGE</b>	<b>\$20,205</b>		
Santa Barbara	\$19,769		
Davis	\$19,728		
Merced	\$19,218		
Berkeley	\$18,377		

2011–12 graduates. Source: UC Corporate Student System and National Postsecondary Student Aid Study

UC's four-year graduation rate for freshmen has risen significantly over the past 12 years — from 46 percent for the 1997 entering cohort to 63 percent for the 2009 cohort. The most recent six-year graduation rate is 83 percent. Transfer entrants demonstrate similar gains with the two-year graduation rate increasing from 37 percent for the 1997 entering cohort to 54 percent for the 2010 cohort. The most recent four-year graduation rate is 86 percent.

### Freshman and transfer graduation rates are high and improving.

#### Graduation rates, entering cohorts of 1997 to 2011



A UC degree supports social mobility and the state's economic goals. For example, more than 50 percent of Pell Grant recipients within five years of graduating from UC have higher earnings as an individual than their pre-UC family income. In addition, UC bachelor degree recipients work across California industries, particularly health care, education, engineering and manufacturing.

## VALUE OF GRADUATE PROGRAMS AND DOCTORAL RESEARCH

The California Master Plan charges UC with the responsibility for preparing graduate academic and professional degree students to help meet the state's and the nation's workforce needs.

Graduate education at UC is ranked at the highest levels among the country's leading universities. One of the keys to a successful graduate academic and graduate professional program is recruitment of outstanding students. These students support the academic and research enterprise by serving as graduate student instructors and graduate student researchers. The quality of our Ph.D. and master's

students also is a critical factor in supporting faculty retention.

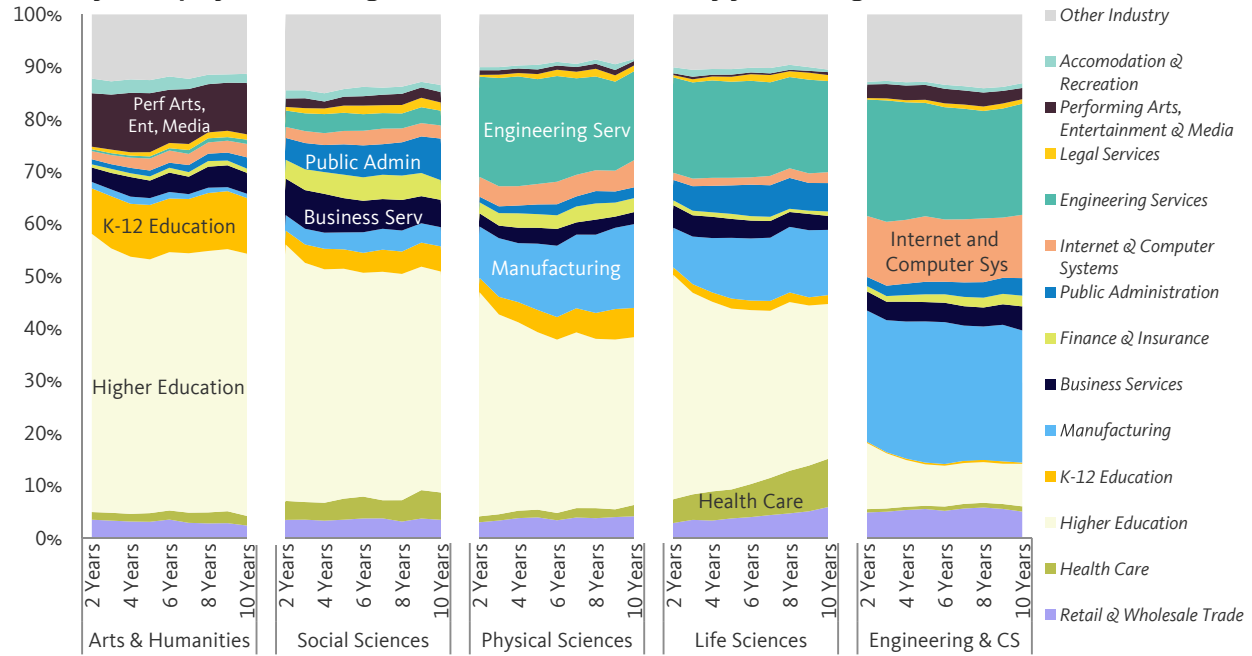
As illustrated in the graphics on the next page, half of UC's academic Ph.D. and master's graduates in arts and humanities and social sciences work in higher education, with STEM graduates focused in engineering services and manufacturing. UC's professional programs prepare their graduates for careers that closely tie to their field of study.



# TEACH FOR CALIFORNIA, RESEARCH FOR THE WORLD

## UC's academic graduate students find careers in a diverse range of industries.

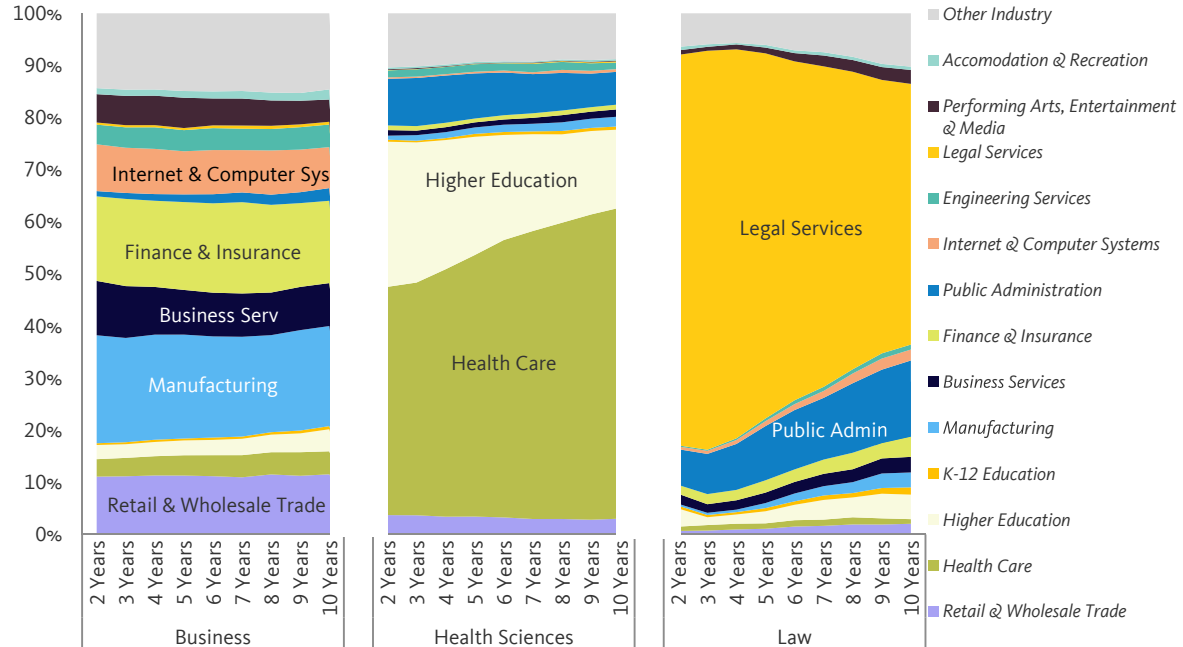
Industry of employment of UC graduate academic students by year after graduation, 2000 to 2012



Source: California Employment Development Department and UC Decision Support System

## UC's professional graduate students find careers more directly related to their field of study.

Industry of employment of UC graduate professional students by year after graduation, 2000 to 2012



Source: California Employment Development Department and UC Decision Support System

# TEACH FOR CALIFORNIA, RESEARCH FOR THE WORLD

## TEACHING AND LEARNING

At UC, individual academic departments are responsible for defining learning objectives and for assessing students' progress toward meeting them. These objectives and assessments are subject to scrutiny by external reviewers during program reviews conducted at set intervals, e.g., every five years. In recent years, academic objectives and assessments have become a major focus of accreditation reviews conducted by the Western Association of Schools and Colleges (WASC), as well as by many other professional accrediting and related bodies.

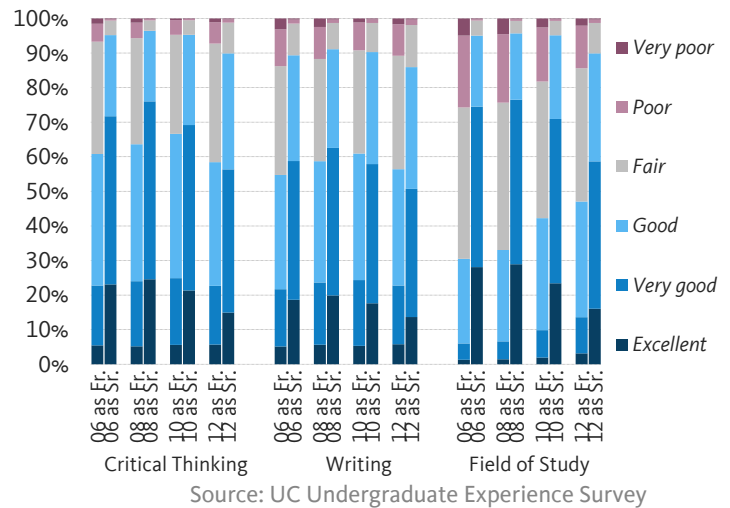
At a systemwide level, the UC Undergraduate Experience Survey (UCUES) provides self-reported skill assessment comparing freshman and senior years. This data show significant gains in critical thinking, writing and understanding a specific field of study. In addition, the proportion of undergraduates reporting having a research experience in their senior year has grown over the past six years, from just over 40 percent to almost 55 percent.

UC's interest in and enthusiasm for online learning have grown steadily over the past several years. Across the system, there is recognition that technology and innovation have a role in helping each campus achieve its goal of providing a quality and engaging education for all UC students. Today, all ten campuses offer online learning opportunities and UC continues its commitment to enrich the student experience, improve teaching and learning, and provide for greater access to the courses students need to graduate.

In 2012–13, UC offered approximately 2,600 online courses totaling over 90,000 student enrollments. The majority of those courses and enrollments were part of certificate or other extension programs not typically designed for or offered to UC students. With support from the Governor and State Legislature, \$10 million was provided to UC in the 2013 state budget for online education. UC is utilizing those funds to develop new online and hybrid undergraduate courses and to expand the

## UC undergraduates report significant gains in skill development between freshman and senior years.

Self-reported skill levels, freshman and senior years, classes of '06, '08, '10, and '12



Source: UC Undergraduate Experience Survey

number of online courses offered to undergraduate UC students during the academic year. Additionally, the university developed a new cross-campus enrollment platform that allows UC students to easily find and enroll in online courses offered at any UC campus. Launched in 2013–14 with 25 courses, the university expects the cross-campus enrollment system to offer approximately 60 courses in 2014–15.

UC is embracing online education as one of many learning opportunities available to UC students; our strategy utilizes technology in concert with UC faculty knowledge and expertise to expand student access to courses and to strengthen teaching and learning across the system.

# TEACH FOR CALIFORNIA, RESEARCH FOR THE WORLD

## IMPORTANCE OF RESEARCH ACTIVITIES

The California Master Plan designates UC as the primary state-supported agency for research, and UC research contributes to the state and nation through discoveries to improve health, technology, welfare and the quality of life. The University has more than 800 research centers, institutes, laboratories and programs and spans ten campuses, five medical centers, three national energy laboratories<sup>1</sup>, 39 natural reserve sites and numerous specialized research facilities.

Participation in research is a critical element in graduate education, and graduate students make up a significant portion of the research workforce. In FY 2012–13, of UC’s 50,000 graduate students, more than 14,000 were employed as paid research assistants, providing income as well as on-the-job education. UC provides postdoctoral training to more than 6,100 scholars, who make significant contributions to the research enterprise.

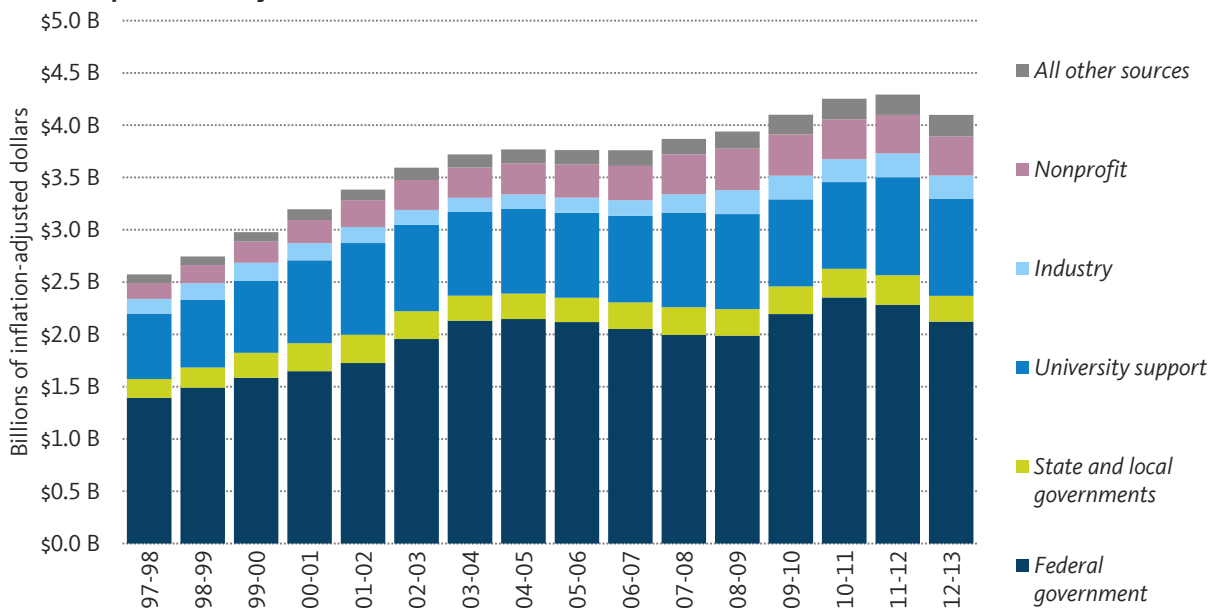
UC’s performance in meeting its research goals may be assessed in a variety of ways. One widely used

indicator of research activity is the total dollars expended each year for research. Although an incomplete measure, research expenditures do provide a basis for charting research trends over time, and for comparing UC to other research institutions. The expenditure data reveal that research activity at UC nearly doubled over the last 15 years to more than \$4.1 billion and that most of this growth is fueled by federal funds. Additionally, UC performs nearly one-tenth of all the academic research and development conducted in the U.S.

Difficult to measure, but clearly a benefit of UC’s research, is the knowledge shared with the state of California and beyond. UC researchers have been called upon to share insights on how to adapt to drought conditions, search for energy alternatives, gain greater understanding of the aging process, preserve indigenous languages, improve high school graduation rates through community-based arts programs, and develop effective therapies and treatments that can enhance global health.

## Federal funds support most of the research work done at UC.

Research expenditures by source, 1997–98 to 2012–13



Source: UC Corporate Financial System

<sup>1</sup>UC co-manages Los Alamos and Lawrence Livermore National Laboratories with Bechtel National, Babcock and Wilcox, and URS Corp. and, for Livermore only, also Battelle.

# BACKBONE OF THE UNIVERSITY OF CALIFORNIA

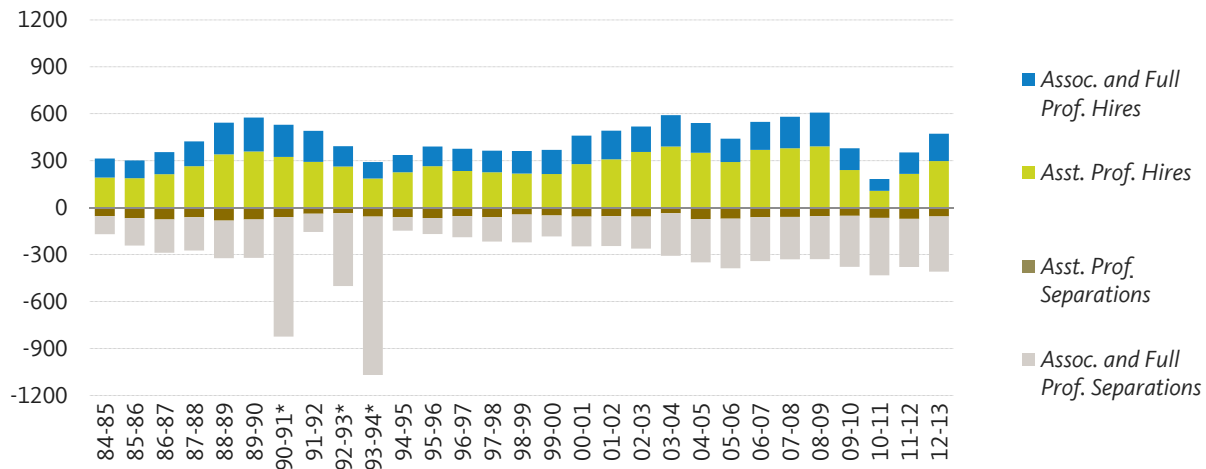
## DISTINGUISHED FACULTY

The members of the UC faculty are a rich source of innovation, discovery and mentorship; they provide top-quality education to students and public service to society. No other public institution in the world can claim as distinguished a group of individuals. Over the last decade, UC has celebrated a faculty member receiving a Nobel Prize on an almost annual basis, with 60 in total for the UC system, ranking it fifth in comparison with other countries.

Currently, UC faces a number of challenges vis-à-vis faculty renewal: sharply decreasing levels of state support, intense competition in recruiting and retaining top-quality educators and researchers, an aging workforce and achieving a diverse academic workforce.

In the last few years, separations have outnumbered new hires, although UC is increasing hires from the 2010–11 low point.

**New hires and separations of ladder- and equivalent-rank faculty, 1984–85 to 2012–13**



Source: UC Academic Personnel Department

\* Reflects years with a Voluntary Early Retirement Incentive Program

## DEDICATED STAFF

Reflecting growth in the size and complexity of the University, the number of UC staff has grown over the past ten years — by 11 percent at the general campuses and by 34 percent at the medical centers. As of fall 2013, UC employed 136,000 non-academic staff (or 100,000 FTE) across a wide range of occupational categories, including doctors, nurses and other health care staff; research administration and laboratory staff; student services staff; food and auxiliary services staff; maintenance and physical plant staff; and management and clerical staff.

hospitals, with additional staff growth due to increases in research activity and auxiliary enterprises, such as residence halls and food service facilities. Consistent with an increase in UC's complexity and the dramatic proliferation of technology, the proportion of highly skilled professional staff has also increased — a shift that aligns with national trends.

Funding sources and the structure and composition of the staff workforce have changed significantly over the past decade. Growth in staff personnel has been driven primarily by expansion in teaching

In recent years, salary increases generally have kept pace with inflation but have not grown as fast as market salaries. Going forward, UC employees will contribute more to their health care costs and to the UC retirement system, which could further erode the competitiveness of UC compensation compared with the broader labor market.

# ENHANCING DIVERSITY AND CAMPUS CLIMATE

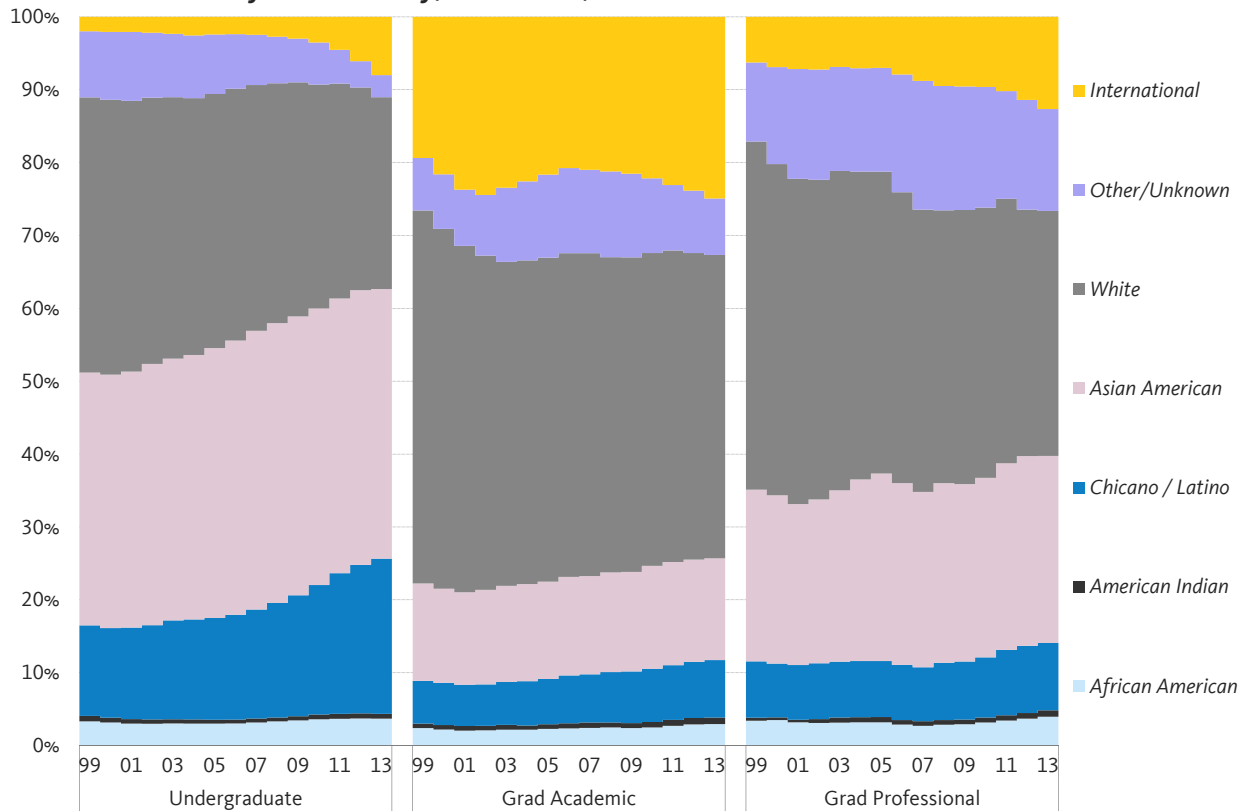
## ASSESSING UC'S PROGRESS

UC has long been dedicated to fostering a diverse community that reflects and participates in an ever-changing, multicultural world. The University's ongoing efforts to increase diversity and improve campus climate can be evaluated a variety of ways, including supporting outreach efforts, tracking diversity statistics, and assessing campus climate.

One indication of UC's progress in achieving diversity goals is seen in the increasing diversity of the student population over the last 14 years. This is especially evident among undergraduates, particularly with increases in Chicano/Latino students. The number of international students at all levels has also grown, reflecting the truly global nature of the economy and society that today's students will encounter when they graduate.

In March 2014, UC released the results of its biannual campus climate survey results for 13 locations — the 10 UC campuses, Lawrence Berkeley National Laboratory, Agricultural and Natural Resources, and UC Office of the President (UCOP). Each location is delving into its results, sharing them with community members, gaining local ideas for improvement and developing action plans and strategic initiatives to improve campus climate.

**Student enrollment by race/ethnicity, all students, fall 1999 to fall 2013**



Source: UC Corporate Student System

# KEEPING CALIFORNIA HEALTHY

## DEVELOPING HEALTH CARE PROFESSIONALS AND MEDICAL RESEARCH

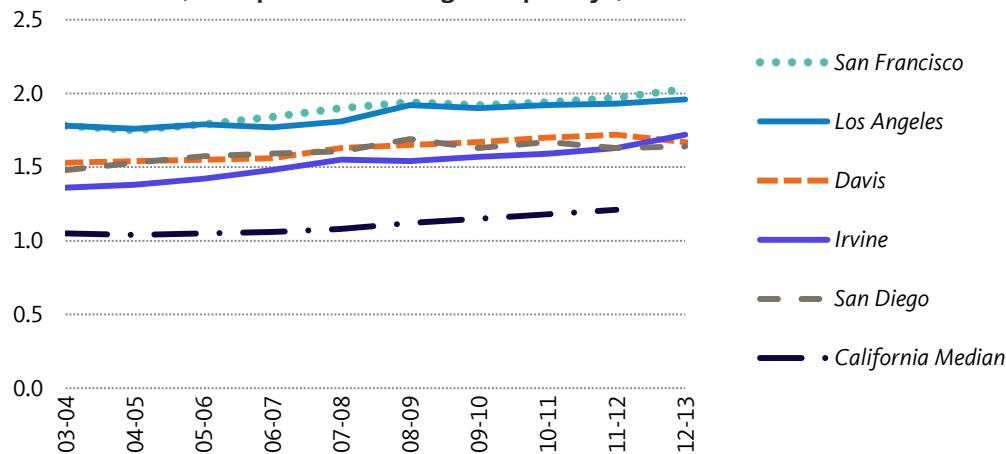
Under the California Master Plan, UC is the only state public institution chartered to grant the D.D.S. (Doctor of Dental Science), M.D. (Doctor of Medicine), O.D. (Doctor of Optometry), Pharm.D. (Doctor of Pharmacy) and D.V.M. (Doctor of Veterinary Medicine) degrees. Along with other private educational institutions, the University also provides doctoral education leading to Ph.D. degrees in nursing and public health, as well as the Dr.P.H. (Doctor of Public Health) degree.

UC operates the largest health sciences instructional program in the nation, enrolling more than 14,000 students annually. The systemwide instructional program includes six schools of medicine and three smaller medical education programs; three schools of nursing and one program in nursing science; two schools each of dentistry, pharmacy and public health; and one school each of optometry and veterinary medicine. The long-standing medical education program operated between UC Riverside and UCLA for more than 30 years has transitioned to an independent UC medical school at Riverside, which enrolled its inaugural class of 50 students in fall 2013.

The University of California's five academic medical centers (Davis, Irvine, Los Angeles, San Diego and San Francisco) provide a vast resource for the clinical training programs of UC health professional schools. These centers prepare future generations of health professionals, catalyze major advances in biomedical and clinical research, and serve as California's fourth largest health-care delivery system, employing approximately 5,000 faculty physicians and more than 36,000 hospital staff, including 10,000 nurses. UC staffs five major trauma centers and provides half of all transplants and one-fourth of extensive burn care in the state. UC medical centers manage more than 147,000 inpatient admissions, 290,000 emergency room visits and 3,800,000 outpatient visits each year. Roughly 60 percent of all hospital days are from Medicare, Medi-Cal or uninsured patients. In support of its teaching, research and public service missions, UC health programs also maintain active relationships with more than 100 affiliated Veterans Affairs, county and community-based health facilities located throughout California.

### The cases treated by UC medical centers tend to be more complicated than is typical for medical centers and hospitals in California.

Case mix index, 1.0="patient of average complexity", 2003-04 to 2012-13



Source: UC Medical Centers' Financial Statements and the CA Office of Statewide Health Planning and Development

# NEED FOR AND SUPPORT OF CALIFORNIA RESOURCES

## BUILDING A SUSTAINABLE FINANCIAL MODEL

UC seeks to develop reliable sources of revenues, including a strong investment from the state and a stable and predictable tuition model.

Totalling \$25 billion in 2012–13, the University’s revenues fund its core mission and a wide range of support activities, including teaching hospitals, the Lawrence Berkeley National Laboratory, Lawrence Livermore National Security, Los Alamos National Security, UC Extension, and housing and dining services.

Prior to 2010–11, state funding was the largest single source of support for the education function of the University. Over the past ten years, state educational appropriations have fallen over \$1 billion in inflation-adjusted dollars despite UC’s enrollment growth. State educational appropriations constituted only 9 percent of UC’s operating budget in 2012–13 compared with 23 percent in 2001–02.

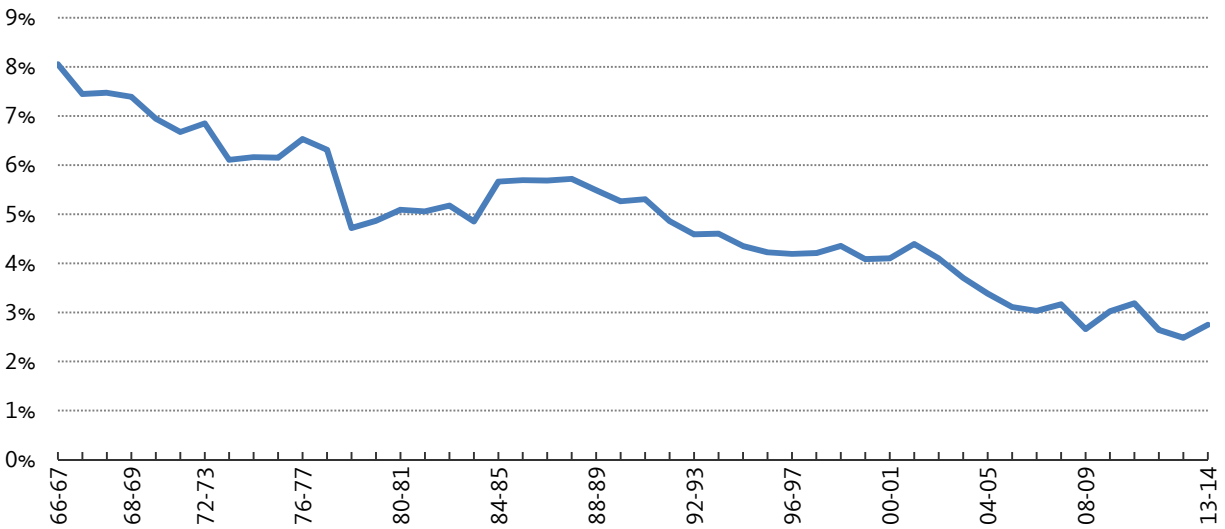
In addition, the University is competing with other state agencies to receive adequate funding. Over the last 50 years, the University’s share of the state’s general funds has dropped from 8.1 percent to 2.7 percent.

To help mitigate declines in state funding, UC has had to raise student tuition and fees and sought increases from other sources like federal indirect cost recovery and private giving. Donors restrict virtually all gift funds (99 percent) in how they may be used. State funding and tuition and fees tend to be unrestricted and as these fund sources become more constrained, so does the University’s flexibility to direct funds where needed.

The University has also moved aggressively to reduce operating costs. Yet, even under the most optimistic assumptions, efficiency improvements and alternative revenue generation can offset only a portion of the budget shortfalls projected over the next few years.

### The University’s share of the state’s general fund dropped from 8.1 percent in 1966–67 to 2.7 percent in 2013–14.

UC share of state general funds, 1966–67 to 2013–14



Source: UC Budget Office

<sup>1</sup> UC general funds are mostly nonresident tuition revenue and indirect cost recovery from research grants and contracts.

# NEED FOR AND SUPPORT OF CALIFORNIA RESOURCES

## ADDRESSING CAPITAL NEEDS AND PROMOTING SUSTAINABILITY

UC maintains more than 5,800 buildings enclosing 130 million square feet on approximately 30,000 acres. With such a substantial infrastructure, the University strives to be a good steward of the capital resources entrusted to its care.

Historically, the majority of UC's core academic infrastructure projects were funded by the state. However, over the past decade, the state's contribution has fallen to about 15 percent, and external financing now plays the dominant role. Approximately half of UC's existing space is eligible for maintenance using state funds; the other half is occupied by self-supporting enterprises, such as parking and housing. Since the mid-1980s, state funding for capital renewal and deferred maintenance has been minimal and unpredictable, significantly affecting the University's limited resources and its ability to maintain its facilities.

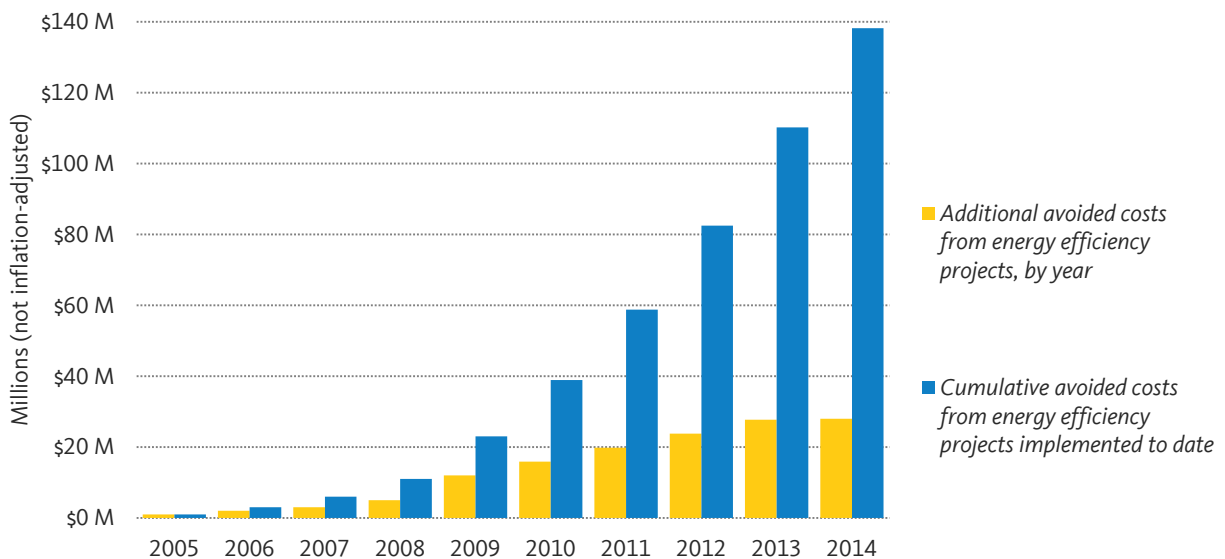
The University is a national leader in sustainability

and strives to reduce greenhouse gases to mitigate climate change. UC affirmed its leadership position in 2007 when all ten Chancellors signed the American College & University Presidents' Climate Commitment. Furthering this leadership, in November 2013 President Napolitano announced an initiative for UC to become the first research university to achieve carbon neutrality by 2025. In addition, the President announced in January 2014 a goal of reducing per capita water use by 20 percent throughout the UC system by the year 2020.

The University's Policy on Sustainable Practices, updated in 2013, has multiple areas of focus, including Climate Action, Green Building, Clean Energy, Transportation, Recycling and Waste Management, Procurement, Food Service and Water. These areas of concern exemplify the University's commitment to wise stewardship of its resources and the environment.

## Energy efficiency upgrades will result in cumulative net avoided costs for the University of \$138 million by the end of 2014.

Energy efficiency cost avoidance, 2005 to 2014



Source: UCOP Capital Resources Management



## EXTERNAL RECOGNITION OF UC

### HOW UC RANKS

One of the points of pride for the UC is providing its students, many of them low income, access to an educational and research environment that is equivalent to the best anywhere. This high quality experience comes in large part from the excellence and recognition of UC's faculty.

In addition, there is a wide range of national and international rankings, two presented below, that highlight UC's excellence across our ten campuses. *U.S. News* ranks institutions on their prestige, resources and selectivity, compared with *Washington Monthly*, which looks at measures of social mobility, research and national service.

#### U.S. News: America's Top National Public Universities

	2007	2008	2009	2010	2011	2012	2013	2014
<b>Berkeley</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Los Angeles</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
U of Virginia	2	2	2	2	2	2	2	2
U of Michigan	2	3	4	4	3	4	4	4
<b>Davis</b>	<b>13</b>	<b>11</b>	<b>12</b>	<b>11</b>	<b>9</b>	<b>9</b>	<b>8</b>	<b>9</b>
<b>San Diego</b>	<b>8</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>9</b>
<b>Santa Barbara</b>	<b>13</b>	<b>13</b>	<b>12</b>	<b>11</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>11</b>
U of Illinois	10	8	10	9	15	13	13	11
<b>Irvine</b>	<b>12</b>	<b>13</b>	<b>12</b>	<b>14</b>	<b>11</b>	<b>13</b>	<b>12</b>	<b>14</b>
<b>Santa Cruz</b>	<b>33</b>	<b>35</b>	<b>45</b>	<b>29</b>	<b>29</b>	<b>31</b>	<b>32</b>	<b>36</b>
U at Buffalo	-	-	-	-		54	51	53
<b>Riverside</b>	<b>39</b>	<b>45</b>	<b>40</b>	<b>43</b>	<b>41</b>	<b>41</b>	<b>46</b>	<b>55</b>

UC does not endorse nor set goals tied to any particular set of rankings. However, we recognize these rankings, although limited in scope, can give an indication of institutions' overall academic quality and allow them to assess performance relative to peers in a public way. We also recognize the age of an institute can be a factor in rankings. Despite caveats, UC campuses rate top compared not only to public but also private institutions, as the *Washington Monthly* data show.

#### Washington Monthly: National University Rankings

	2005	2006	2007	2008 <sup>1</sup>	2009	2010	2011	2012	2013
<b>San Diego</b>	<b>8</b>	<b>6</b>	<b>4</b>	<b>n/a</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Riverside</b>	<b>-</b>	<b>22</b>	<b>15</b>	<b>n/a</b>	<b>16</b>	<b>40</b>	<b>5</b>	<b>9</b>	<b>2</b>
<b>Berkeley</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>n/a</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>5</b>	<b>5</b>
Stanford	5	7	13	n/a	4	4	4	3	6
Harvard	16	28	27	n/a	11	9	6	11	8
<b>Los Angeles</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>n/a</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>6</b>	<b>10</b>
MIT	1	1	27	n/a	12	15	11	15	11
U of Michigan	10	18	6	n/a	18	7	10	13	12
U of Illinois	13	16	11	n/a	24	27	38	22	19
<b>Santa Barbara</b>	<b>-</b>	<b>57</b>	<b>36</b>	<b>n/a</b>	<b>21</b>	<b>11</b>	<b>13</b>	<b>14</b>	<b>22</b>
<b>Davis</b>	<b>17</b>	<b>10</b>	<b>8</b>	<b>n/a</b>	<b>10</b>	<b>6</b>	<b>8</b>	<b>17</b>	<b>23</b>
U of Virginia	22	20	16	n/a	26	59	53	48	51
Yale	15	12	38	n/a	23	33	39	41	54
<b>Santa Cruz</b>	<b>--</b>	<b>68</b>	<b>76</b>	<b>n/a</b>	<b>56</b>	<b>93</b>	<b>70</b>	<b>67</b>	<b>65</b>
<b>Irvine</b>	<b>--</b>	<b>72</b>	<b>49</b>	<b>n/a</b>	<b>44</b>	<b>50</b>	<b>60</b>	<b>117</b>	<b>84</b>

<sup>1</sup> *Washington Monthly* did not publish rankings for 2008.

## QUICK FACTS ABOUT UC

### UC Community Headcount

Students	244,000
Faculty and staff	138,390
Retirees	61,000
Alumni	1,600,000

### Freshman Applications (Fall 2013)

Applications	140,024
Admitted	86,270
Enrolled	39,984

### Transfer Applications (Fall 2013)

Applications	35,051
Admitted	22,378
Enrolled	16,765

### Fall 2013 Enrollment

<b>Fall 2013 Enrollment</b>	<b>244,126</b>
Undergraduates	188,290
Graduate academic doctoral	25,873
Graduate academic master's	5,583
Graduate professional	18,953
Medical residents	5,427

### Undergraduate Pell Grant recipients, 2011–12

UC average	42 percent
AAU public average	23 percent
AAU private average	17 percent

### Undergraduate Cumulative Debt (2011–12 graduates, freshman entrants)

UC average	\$20,205
Public 4-year average	\$25,704
Private nonprofit 4-year average	\$30,737
Private for profit average	\$37,840

### Freshman Graduation Rates

4-year (2009 cohort)	63 percent
6-year (2007 cohort)	83 percent

### Transfer Graduation Rates

2-year (2010 cohort)	54 percent
4-year (2008 cohort)	86 percent

### Patient Care

Outpatient clinic visits	3,800,000
Inpatient days	147,000
Emergency room visits	290,000

### Agriculture and Natural Resources

Cooperative extension advisors	200
Local offices	57
Campus-based specialists	130
Research and extension centers	9

### Natural Reserves

Sites	39
Acres	756,000

### Research Expenditures (2012–13) **\$4.1 billion**

Federal	\$2,100 million
State and local governments	\$246 million
University support	\$928 million
Industry	\$222 million
Non-profit	\$373 million

### Research Workforce FTE (2012–13) **28,064**

Faculty	2,093
Other academics	5,258
Other staff	11,576
Postdoctoral researchers	4,256
Students	4,879

### Capital Resources

Buildings	5,800
Gross square feet	130 million