

UCLA

Accountability Profile

Prologue

Four core principles provide overarching guidance for UCLA's long-range goals and more immediate priorities.

- 1) *Academic excellence*: furthering UCLA's tradition of world-class scholarship and teaching. Excellence is marked by path-breaking research, scholarship, creative endeavors, and teaching as well as a commitment to new ways of organizing the discovery, application, and translation of knowledge and creativity.
- 2) *Civic engagement*: drawing on the strengths of land grant institutions and modern research universities to create innovative and meaningful interactions among faculty, staff, students, and community on a scale ranging from local to global. Civic engagement at UCLA means directing the knowledge and skills of our students, faculty, staff, and senior leaders to address societal problems and improve the quality of life in Los Angeles. In so doing, we strive to work in partnership with community for mutual benefit¹. The lessons learned in Los Angeles are applicable to urban areas worldwide.
- 3) *Diversity*: fulfilling our commitment to Los Angeles and California to strengthen our academic excellence and civic engagement. We use the definition of diversity adopted by the Assembly of the Academic Senate (May 10, 2006) and endorsed by the UC President (June 30, 2006): "Diversity – a defining feature of California's past, present, and future – refers to the variety of personal experiences, values, and worldviews that arise from differences of culture and circumstance. Such differences include race, ethnicity, gender, age, religion, language, abilities/disabilities, sexual orientation, socioeconomic status, and geographic region, and more." We also focus on research, scholarship, and teaching/learning related to diversity in this plan. Thus, diversity is not only a community characteristic we value and strive for, but also an important topic of study.
- 4) *Financial security*: creating meaningful engagement with potential donors and building a compelling case for private support of a public institution.

These principles are complementary and inseparable. We make no trade-offs between high scholarly and educational aspirations, diversity, and public engagement. On the contrary, engagement and diversity strengthen our academic mission and overall quality; advances in scholarly knowledge enhance our community, state, nation, and global community. And none of this can be accomplished without financial security.

¹ This definition is adapted from a definition offered by Thomas Erlich, Director of the Political Engagement Project at Carnegie Foundation for the Advancement of Teaching.

UCLA's principles reflect and leverage our competitive advantages. Our distinguishing characteristics include the following:

- Acclaimed academic standing in the College of Letters and Science, Professional Schools, and Health Sciences. Our reputation derives from disciplinary breadth and quality across the campus, as well as an established tradition of and appreciation for interdisciplinary scholarship.
- Strategic location. Sited in the city of Los Angeles, we are perched on the Pacific Rim and neighbor to Latin America. UCLA is surrounded by the major forces of global change. Our geographic location enables us – indeed, compels us – to take advantage of opportunities for engagement locally and internationally. These resources stimulate and strengthen research, teaching, and service.
- A compact campus where distance and climate do not pose barriers to interaction. An excellent health science enterprise operates in close proximity to other academic and professional fields of study. UCLA is making a remarkable transition from a commuter to a residential campus at the undergraduate level and is beginning to take the same steps for graduate students. The convenience of geography produces a unique academic community.
- Investment in campus-wide interdisciplinary ventures. These include initiatives through the California NanoSystems Institute, the Broad Stem Cell Institute, Center for Society and Genetics, the Arts, the International Institute, the Institute of the Environment, and UCLA in LA. An ambitious biosciences initiative is underway and has already taken significant steps toward strengthening UCLA's research capacity in biomedical research. Our capacity for and commitment to interdisciplinary and multidisciplinary research and teaching are important competitive advantages.
- Outstanding scholarly resources on campus and within 30 miles of UCLA. These include libraries (Young Research Library, Clark, Getty, Huntington), research centers (California NanoSystems Institute, Broad Stem Cell Institute, Jonsson Comprehensive Cancer Center, Center for Embedded Networked Sensors, Institute of Pure and Applied Mathematics, Institute of Geophysics and Planetary Physics, Ethnic Studies Centers, etc.), museums (Hammer, Fowler, and Getty) and other universities and research organizations (California Institute of Technology, University of Southern California, Jet Propulsion Laboratory, RAND Corporation). These resources create unusually rich opportunities for collaboration in research, teaching, and service.
- Strong ties to the community. Throughout the Los Angeles area UCLA is involved in community partnerships; education; health services; arts; theater film and television; and many other areas. UCLA Extension is one of the finest and most comprehensive continuing education programs in the country, reaching 60,000 students a year and having taught 2 million students over its history. Notably, UCLA Extension's new Figueroa Courtyard in downtown Los Angeles brings UCLA educational opportunities to traditionally underserved communities, augmenting UCLA's strong tradition of student service and service learning.

- Strong donor and alumni bases. We are situated in one of the wealthiest urban communities; our opportunities for fundraising and for overcoming the uncertainties of state funding are extraordinary. We have taken the lead among public institutions in sustained fundraising and are well positioned to achieve even more in the future.
- A firm commitment to the values that are the lifeblood of higher education: academic freedom; open access to information; free and lively debate conducted with mutual respect and freedom from intolerance; shared governance; commitment to diversity among students, faculty, administration/staff, programs and curricula, in recognition that openness and inclusion produce true quality; civic engagement and responsibility to our community; and commitment to the highest ethical standards and values in research, training, and education.

The next sections of this report describe indicators of UCLA's effectiveness in each of four core areas. They highlight areas where UCLA is distinctive, both within the UC and among elite public and private research universities.

Academic Excellence

UCLA's academic excellence emanates from our students, faculty, educational programs, and research.

Educational overview

With an enrollment of 39,650 students in Fall 2008, UCLA remains the largest research university in California and one of the largest in the country. UCLA's 26,536 undergraduates are enrolled in the College of Letters and Science (83 percent), the Henry Samueli School of Engineering and Applied Science (11 percent), the School of Arts and Architecture (4 percent), the School of Theater, Film and Television (1 percent), and the School of Nursing (1 percent). These and another seven professional schools (School of Education and Information Studies, School of Law, Anderson School of Management, School of Public Affairs, David Geffen School of Medicine, School of Dentistry, School of Public Health) enroll 11,684 graduate and professional students. In addition, 1,430 interns and residents and 900 postdoctoral scholars and fellows study at UCLA. UCLA offers 180 undergraduate majors and more than 190 graduate and professional degree programs. Undergraduates can select from among approximately 80 minors.

In 2006-07, UCLA ranked seventh in the nation for the number of degrees granted by non-profit higher education institutions. UCLA awards approximately 7,000 bachelor degrees, 2,500 professional degrees, and 700 doctoral degrees each year, more than any other UC campus.

Undergraduate affordability and access

Admission to UCLA is competitive. UCLA received 55,650 freshman applications this year, which may make it the most highly sought university in the nation. It also received more than 16,500 transfer applications.

Although it is a highly selective campus, UCLA is accessible to all Californians, regardless of income. Among undergraduates, 62 percent receive need-based financial aid, placing the campus well above the UC average and above the rates at far more expensive private institutions. One third of undergraduates receive Pell Grants. Approximately 60 percent of UCLA undergraduates report family incomes under \$90,000 per year; over 40 percent report family incomes under \$45,000.

The campus works hard to make access through the transfer route a reality. UCLA is a national leader in transfer student access: 3,220 transfer students entered UCLA in Fall 2008, 90 percent from community colleges. Over the past 15 years over 45,000 transfer students have entered UCLA. One-third of baccalaureate degrees are awarded to students who entered UCLA as transfer students. Currently the campus is developing new ways to connect transfer students with the particular services they need.

Like other UC campuses, UCLA enrolls large numbers of first-generation students (i.e., neither parent graduated from college). Approximately 44 percent of UCLA students are first generation, slightly below the overall UC rate of 46 percent.

Undergraduate student success

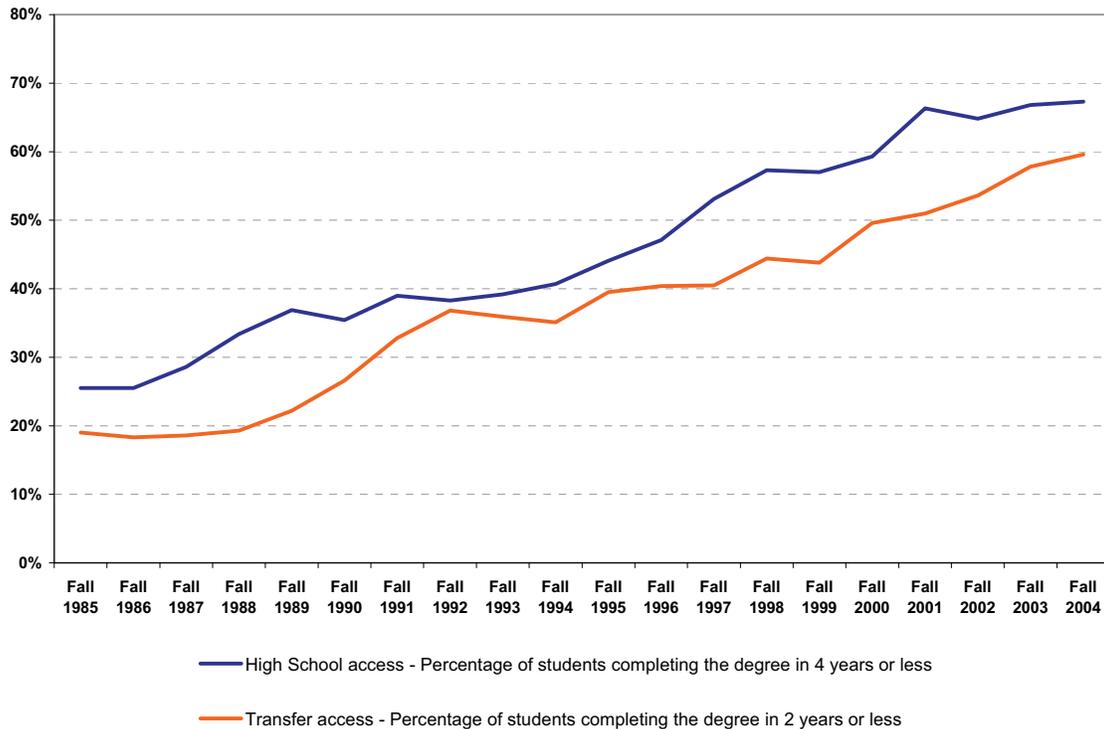
UCLA students show high rates of academic success. Of UCLA undergraduates who entered as freshmen in 2001, 89 percent graduated within six years, which is the highest graduation rate in the UC system and comparable to those of the top private universities. The three-year graduation rate for community college transfer students is approximately the same, also well above the UC average. Eventually, 90 to 91 percent of both groups graduate, and their final GPA in UC courses is essentially the same.

UCLA faculty has enhanced the undergraduate experience through the creation of freshman seminars, interdisciplinary programs, research opportunities, and more. For example, over 90 percent of freshmen enroll in a course with 30 or fewer students, many in one of approximately 200 *fiat lux* seminars, which give students the opportunity to interact with faculty in small groups. Between 40 percent and 50 percent of new freshmen in the College of Letters and Science enroll in one of several year-long, team-taught interdisciplinary “cluster courses” that draw on the expertise of faculty from a variety of departments, emphasize writing skills, and culminate in a seminar experience. In 2007-08, more than 6,000 undergraduates enrolled in research seminars and independent study courses. More than 1,000 students annually study abroad. The quality of undergraduate education is reflected in national rankings. In the 2008 issue of U.S. News and World Report’s *Best Colleges and Universities*, UCLA ranked third among public research universities.

At the same time, the faculty has recognized of the need to increase access and efficient use of resources. They have established policies to speed time to degree and made sure enough courses were offered to do so. The chart below shows how successful they have been in this effort. Two-thirds of freshman entrants now graduate within four years. Transfer gains have been just as impressive. Most of those who continue beyond the fourth year need only one or two additional quarters to complete their degree programs.

Percentage of UCLA Undergraduates Completing the Baccalaureate Degree in Normative Time

Cohorts entering UCLA via direct access from High School and Transfer access
Fall 1985 to Fall 2004



According to the 2008 UCUES survey, 78 percent of UCLA students aspire to an advanced degree and 47 percent plan to enter graduate school in the year following graduation. In fact, a national clearinghouse indicates that at least half of UCLA baccalaureates enroll in another higher education institution within five years of graduation. UCLA is ranked 10th in the world in the number of undergraduates who go on to earn doctoral degrees from U.S. universities.

Student feedback collected from surveys is taken seriously at UCLA and incorporated into program reviews. Overall, results indicate that students are highly satisfied with their UCLA experience. A Spring 2008 survey of graduating seniors indicates that over 90 percent felt intellectually challenged by their faculty. More than three-quarters of respondents reported strong growth in their writing, critical thinking, and analytical skills; more than two-thirds reported strong growth in quantitative reasoning skills. Looking forward, 82 percent described themselves as having a “strong” level of interest in and preparedness for life-long learning.

UCLA is known for its rich array of thriving co-curricular activities. In the midst of a long-running effort to convert UCLA into a residential campus, 94 percent of freshmen and 40

percent of all undergraduates live in university residence halls. Compared to students at other UC campuses, UCLA students spend more time on extra-curricular activities and are more likely to hold leadership roles.

Graduate student success

UCLA enrolls more graduate students than any other UC campus. Of 11,684 graduate students enrolled in Fall 2008, 39 percent were pursuing a doctoral degree, 32 percent were working toward a professional master's, 17 percent were working toward a first professional degree (i.e., medicine, dentistry, law), and 11 percent were enrolled in academic master's degree programs.

UCLA 2007-08 Degrees Conferred		
UNDERGRADUATE DEGREES		7,083
GRADUATE AND PROFESSIONAL DEGREES:		
ACADEMIC MASTER'S	College of Letters and Science	421
	Engineering	327
	Other Professional Schools	201
	TOTAL ACADEMIC MASTER'S	949
PROFESSIONAL MASTER'S	Architecture	47
	Business Administration	640
	Education	237
	Fine Arts	111
	Library and Information Science	68
	Public Health	153
	Public Policy	37
	Nursing	168
	Social Welfare	91
	Other professional masters degrees	57
	TOTAL PROFESSIONAL MASTER'S	1,609
DOCTORAL	College of Letters and Science and all professional schools	752
	TOTAL DOCTORAL	752
FIRST PROFESSIONAL	Doctor of Dental Surgery (D.D.S.)	101
	Doctor of Medicine (M.D.)	167
	Juris Doctor (J.D.)	341
	TOTAL FIRST PROFESSIONAL	609
TOTAL GRADUATE AND PROFESSIONAL DEGREES		3,922
TOTAL ALL DEGREES		11,005

UCLA grants about one-third of its degrees to graduate or professional students. Almost half of these are in STEM disciplines (Science, Technology, Engineering, and Mathematics).

Although rankings are an imperfect measure of quality, we note that UCLA's graduate programs receive consistently high rankings from a variety of sources. Recent U.S. News rankings place many UCLA programs in the top 20, including clinical psychology (#1),

education (#3), medicine (#9 in medical research), psychology (#5), fine arts (#7), sociology (#8), history (#9), English and political science (#10), economics (#11), chemistry (#12), mathematics (#12), engineering (#13), and law (#16).

Most graduate programs are highly selective. In total, UCLA receives over 27,000 applications for graduate or professional degree programs. Academic masters' programs received 10,315 applications for Fall 2007 and admitted 33 percent of the applicants. Doctoral programs received 8,650 applications; 23 percent were admitted. Another 8,000 applications came for programs in medicine, law and dentistry. A typical entering doctoral student had an undergraduate GPA of 3.7.

Financial support is critical to UCLA's ability to recruit and retain top graduate students. In 2006-07, 89 percent of doctoral students received some support. The level of support varies by program, but it averaged \$30,433 in 2006-07 for doctoral students who received support. Support packages have increased over time, but UCLA faces strong competitive pressures. The Bruin Scholars initiative aims to raise \$500 million for graduate student fellowships and undergraduate scholarships by June 30, 2013.

Over the 10-year period from 1997-98 through 2006-07, median time to the Ph.D. degree was 6.33 years. Variation by program was significant, ranging from less than five years in some science fields to over eight years in some humanities programs. Almost half (47 percent) of doctoral students entering UCLA in 1997-98 completed their Ph.D. within 7 years or less.

A survey of graduating doctoral students indicates that between 2003-04 and 2006-07, 96 percent had published a paper or presented at a conference. Among those graduating in 2005-06, 38 percent had published a paper alone, 61 percent co-authored with faculty, and 72 percent presented a paper at a national scholarly meeting. Of these students, 28 percent were moving on to post-doctoral positions and another 13 percent had tenure track faculty appointments.

Faculty and research

UCLA faculty are highly distinguished. The table below summarizes some of the honors and awards faculty have received.

<i>Honor or Award</i>	<i>Number of Faculty</i>
National Academies & Institute of Medicine members	119
American Academy of Arts and Science members	124
Nobel Prize winners	5
National Medal of Science winners	10
Presidential Medals of Freedom	3
MacArthur Foundation fellowships	8
Guggenheim fellowships	78
Pulitzer Prizes	3
Fields Medal in mathematics	1
Pritzker Prize	1

UCLA ladder faculty generate over 200,000 student credit hours at the lower-division level and over 300,000 at the upper-division level. They mentor almost 900 postdoctoral scholars and host colleagues from around the world who come to UCLA to conduct research projects using our libraries, laboratories, and studios.

UCLA is one of the most successful institutions in the nation with regard to extramural funding, consistently ranking in the top five for funded research expenditures. In fiscal year 2006-07, UCLA faculty were awarded \$914 million in grants and contracts. Two-thirds of the funding was from federal agencies. The most recent report by the Center for Measuring University Performance ranked UCLA third among American research universities. Most of UCLA's research funding is awarded in the life and biomedical sciences.

Some of these research grants lead to patents, start-up companies, or other commercial enterprises that benefit the state and the university. In 2007, UCLA faculty were responsible for 125 new U.S. patent filings and 252 invention disclosures. A May 2007 economic impact study found that UCLA had 498 inventions under license to 264 companies. Today, UCLA technologies are in 72 companies spanning the state of California, advancing medical care, energy efficiency, wireless technology, and more.

UCLA's medical enterprise is world renowned. Comprised of Ronald Reagan UCLA Medical Center, Santa Monica-UCLA Medical Center and Orthopaedic Hospital, Resnick Neuropsychiatric Hospital at UCLA, Mattel Children's Hospital UCLA, and the UCLA Medical Group with primary care and specialty care offices throughout the region, UCLA Health System is among the most comprehensive and advanced healthcare systems in the world. The medical center is consistently ranked one of the top five hospitals in the nation and the best medical center in the western United States by U.S. News & World Report. The medical school is ranked ninth for research and 12th for primary care.

The new state-of-the-art hospital for Ronald Reagan Medical Center has 520 large, private patient rooms and employs 1,500 full-time physicians and more than 2,500 support staff. The facility is one of the first total replacement hospitals built to meet California's latest seismic safety standards.

Ranked among the top 10 academic libraries in North America, the UCLA Library houses one of the most comprehensive and highly used collections in the world, with more than 8 million volumes, tens of thousands of serial subscriptions, and extensive online academic resources to which the Library subscribes on behalf of the university community. The Association of Research Libraries ranks UCLA's library ninth in 2006-07 based on the total number of volumes.

Future directions in academic excellence

UCLA's emerging academic plan addresses a number of challenges and opportunities. Successful faculty recruitment and retention is essential to UCLA's academic quality. In addition to the fierce international competition for top faculty, the cost of living in Los Angeles is a particular challenge for UCLA. Our success in developing a residential campus at UCLA for undergraduates argues that the best way to enhance our competitiveness in recruiting and retaining the best faculty and graduate students is to

make the UCLA campus the most desirable work environment in the country for faculty, staff, and students. UCLA's academic strengths, museums, performances, athletics and recreational programs, location, and campus aesthetics provide a strong base from which to work. We must also assure that UCLA remains competitive with respect to salaries, support, and fellowships.

Global ties are of increasing importance to academic excellence. In addition to maintaining longstanding international connections through student and faculty exchanges, Title VI research centers, and a wide variety of research and degree programs related to international studies, UCLA is deepening its relationships with foreign universities, especially but not exclusively in Asia and Latin America, to increase opportunities for exchange and collaboration.

The traditional academic paradigm has been based on the work of independent scholars. But that paradigm has been shifting — most visibly in the natural sciences but increasingly in the social sciences, arts, and humanities — to greater interaction and collaboration among scholars within and across disciplines. UCLA has long supported interdisciplinary scholarship in research and teaching, and is now moving to eliminate or mitigate unnecessary barriers to collaborative and interdisciplinary work so that we will remain at the forefront of research universities.

Diversity

Student, staff and faculty characteristics

UCLA is one of the most diverse institutions in the country. Distinctive characteristics of the student body include the following:

- Like all UC campuses, UCLA shows considerable ethnic diversity: More than one in five (21 percent) of entering freshmen in Fall 2008 was from an underrepresented minority group (Native American, African American, Latino, or Chicano), while 36 percent were Asian, 33 percent white, and 3 percent foreign (with the remainder other or unknown). Overall, the undergraduate student body was 3.5 percent African American; 38.2 percent Asian, 14.9 percent Chicano/Latino, 33.9 percent white, 4.5 percent foreign, and 4.6 percent other or unknown.
- The student body is diverse with regard to cultural and linguistic backgrounds. Results of a 2008 student survey indicate that 53 percent of UCLA respondents speak a language other than English at home at least some of the time. Two-thirds of respondents have a parent who was born in a foreign country.
- While 60 percent of freshmen come to UCLA from homes in Southern California, virtually every county in California is represented in the student body; 7 percent of new freshmen and 8 percent of new transfers come from other states or countries. Three-quarters of new freshmen attended public schools.
- Most UCLA undergraduates believe that their education has enhanced their understanding of and appreciation for diversity. Results of a 2006 student survey

indicate that 95 percent of UCLA respondents rated their ability to appreciate racial and ethnic diversity as good or better; 91 percent rated their ability to appreciate cultural and global diversity as good or better.

- Following national trends, graduate students show less ethnic diversity and more geographic diversity than do undergraduates. Of graduate students enrolled in Fall 2008, 48 percent are female and 13 percent are from under-represented minority groups. More specifically, 0.5 percent of graduate students are American Indian, 4 percent are African American, 19 percent are Asian, 9 percent Chicano/Latino, 39 percent white, 15 percent foreign, and the remainder unknown. African American and Chicano/Latino students are slightly more likely to enroll in master's programs (both professional and academic) than either doctoral programs or first professional programs —law, medicine, and dentistry.
- Most graduate students (64 percent) are from California. Another 21 percent are from other states and 15 percent are foreign.
- In Fall 2008, UCLA employed over 4,000 faculty members, of which 1,873 were ladder rank. Of ladder rank faculty, 27 percent are female and 24 percent are minority. Seventy-eight ladder rank faculty began work at UCLA in Fall 2008 – of these, 43 percent are female and 41 percent are minority.
- There were 19,325 career staff members employed at UCLA in Fall 2008, 64 percent of whom are female. The ethnic distribution is 36 percent white, 24 percent Hispanic, 24 percent Asian, 15 percent African American, and .4 percent American Indian. As seen in most universities, diversity is lower in the executive levels: 62 percent of senior executives are male, and 82 percent are white.
- Diversity is also manifested in UCLA's programs and curriculum, notably but not exclusively through its ethnic studies centers, interdepartmental degree programs, and the departments of Chicana/Chicano Studies and Women's Studies. Diversity is also a topic of faculty research.

Future directions related to diversity

Although we adhere to the constraints imposed by Proposition 209, we can make progress and increase diversity of faculty, students, and staff. This includes but is not limited to gender, ethnicity, geographic, and socioeconomic diversity. Increasing diversity requires close attention to creating a welcoming and hospitable community at UCLA, ensuring equity in opportunities and salaries, offering mentoring and support as needed, and insisting on understanding and tolerance. In addition, diversity is a community responsibility. All campus leaders must become advocates for diversity and must assure that diversity remains a priority. The campus is currently developing a strategic plan for diversity, which will assess current status and establish measurable goals for increasing and sustaining diversity among students, faculty, staff, and programs.

Engagement in Los Angeles

UCLA's contributions to and involvement in Los Angeles

As an urban public research university, UCLA has special responsibilities related to *community-based, applied, and translational research* – that is, scholarship that not only advances knowledge, but also directly benefits Los Angeles. It has responsibilities for civic education — through traditional classroom instruction, experiential and service learning, student participation in research, internships and professional training, and co-curricular activities.

UCLA contributes to Los Angeles across the spectrum of health services, education, social services and public health, volunteer activity, the arts, technology, policy and business expertise, and overall economic activity. A 2008 study estimates that UCLA generates over \$9 billion of business revenue in the region each year, which in turn generates over \$1 billion in state and local tax revenues. UCLA is the seventh largest employer in the Los Angeles region.

A student survey revealed that 54 percent of UCLA students – more than any other UC campus – provided some form of community service or other volunteer activity in 2005-06. More than 3,000 students participate in service-learning courses or internships each year, and UCLA is working to further infuse civic education into the curriculum.

In 2006, the Carnegie Foundation for the Advancement of Teaching selected UCLA for its new Community Engagement classification. UCLA was the only university in the University of California system and the only research university in the Los Angeles region chosen for this designation. As the first university in the nation to offer a Civic Engagement minor, UCLA provides students with an analytical and theoretical framework for community-building, governance, and the use of civic resources.

Recognizing UCLA's commitment to civic engagement, *Washington Monthly* ranked UCLA second in the nation in its 2007 list of socially responsible universities. This ranking reflects the number of students dedicated to public service as well as exemplary access for low-income students.

Future directions in community engagement

Virtually every academic unit in UCLA already provides research, scholarship, art, education, or other services that enhance Los Angeles. The challenges we face are coordinating and focusing such activities, making them more visible to the community, and elevating civic engagement to become a core institutional value and commitment.

Recently, UCLA has taken steps to increase its ties to Los Angeles. An important element of this effort is the Luskin Center for Innovation – a new interdisciplinary unit that brings together faculty from a variety of disciplines to address critical social issues, while also expanding educational opportunities in community scholarship. This work will improve the

quality of life for the communities we serve and stand as the centerpiece of academic research related to urban issues and needs.

The Bruin Community School, which is located in one of the most densely populated areas in California and inhabited predominantly by underserved and low income populations, will open its doors in Fall 2009. It will offer outstanding education to a diverse student body and stand as a symbol of UCLA's commitment to the children of Los Angeles.

UCLA is also reaching out to the business community. We are strengthening close ties between private sector community leaders and UCLA professional schools and UCLA Extension is increasing its presence in downtown Los Angeles. A research incubator is bringing faculty inventors together with entrepreneurs, and discussion has begun about the possibility of a research park.

Financial Security

Recent trends indicate that the years ahead will be difficult for publically funded research universities. The "wealth" gap between public and private institutions, uncertainties about state and federal funding, dramatically rising costs, and a severe economic downturn threaten the vitality of the system of higher education and advanced research in the U.S. at a time when competition from foreign universities is heating up and foreign governments are starting to invest heavily in higher education and research. UCLA must understand this competitive environment so that it can develop strategies that will strengthen its place as a leader in the academic world.

As a mature campus, UCLA will not grow significantly in the foreseeable future. The total number of students at UCLA will remain roughly what it is today, but the mix of undergraduate, graduate and post-doctoral scholars can and should change, as enrollments shift from one discipline to another and as we seek to enhance graduate education overall.

Funding is one of UCLA's great vulnerabilities. As a public university, UCLA has depended on the state of California for the resources necessary to make it a world-class university, but repeated rounds of budget cutting and the state's continuing financial problems have constrained UCLA's development and demonstrated the unreliability of state support. Balancing the university's need for revenues from increased fees with our commitment to keeping the UC affordable to all socioeconomic groups is becoming more challenging. In the meantime, the basic cost of remaining competitive with our peers continues to rise, especially for the recruitment and retention of faculty, graduate students, and staff. Salaries, housing, schooling, childcare, and other family-friendly resources all enter into the equation.

Recognizing that limitations of the state budget no longer allow robust central investment, we must become more efficient and more entrepreneurial in order to enhance financial security. UCLA must search for ways to increase administrative efficiency. For example, improvements and collaboration in Information Technology across campus can significantly reduce IT costs.

Fortunately, UCLA has been highly successful in both extramural funding and private giving. UCLA's \$3 billion campaign, which concluded in 2004-05, was the largest and most successful public university campaign up to that point. Private giving continues to be strong, with over \$1.5 billion raised during the five-year period 2002-03 to 2006-07. Gifts and pledges totaled \$481 million in 2007-08 alone. In addition, UCLA is seeking innovative strategies to increase revenues and cut costs.

Finally, the development of UCLA's academic plan will contribute to UCLA's financial security and enable the campus to thrive despite financial constraints. The plan describes the strategic actions UCLA will undertake in each of the four areas described here.