

## UNIVERSITY OF CALIFORNIA

BERKELEY • DAVIS • IRVINE • LOS ANGELES • MERCED • RIVERSIDE • SAN DIEGO • SAN FRANCISCO



SANTA BARBARA • SANTA CRUZ

1111 Franklin Street  
Oakland, California 94607-5200  
Phone: (510) 987-9074  
Fax: (510) 987-9086  
<http://www.ucop.edu>

July 9, 2009

## CHANCELLORS

Dear Colleagues:

As a supplement to our conference call of July 7, I would like to cover one additional item.

As we know, each of us has received thousands of communications from various members of the University of California communities both expressing their views about the optional salary reduction/furlough plans that have been discussed and offering suggestions as to other approaches. We have engaged in a fully participatory effort and, as I have said, I appreciate the effort that each Chancellor has made to inform and listen to her/his campus community.

It has come to my attention that one suggestion that has been initiated by a group of department chairs at one campus has become particularly distressful to the faculty at other campuses. This suggestion describes an approach in which the Office of the President and the Board of Regents would deliberately de-emphasize the research missions of three of the ten campuses--Merced, Riverside, and Santa Cruz. The suggestion is that the faculty hiring strategy at these campuses would focus more on non-research faculty, a category that generally requires less support for the tripartite mission of instruction, research and public service that has been fundamental to all UC campuses for the past five decades.

While I understand that the Academic Senate leadership at the campus from which this suggestion originated has stated that this suggestion is not endorsed by that divisional Senate, I am chagrined to learn now that, in some media and some state-wide governmental offices, this suggestion is being interpreted that certain UC faculty are suggesting that the University should "close" one or more of these three campuses. As a result, this suggestion may receive some public attention.

I am writing to all ten Chancellors to provide a simple, explicit statement that neither the closure of any campus nor a deliberate action to de-emphasize the research mission of any campus will be under consideration. It is the extraordinary record of this single University system that membership in the Association of American Universities--the most significant group of research universities in this country--has grown from one UC campus in the 1960s to six UC campuses today

Chancellors  
July 9, 2009  
Page 2

and, were the parameters chosen to allow the San Francisco campus to be considered, the total would be seven. No other state in this country can begin to duplicate such an accomplishment. Further, I strongly believe that in the near future, it is not unlikely that one or more of the trio of campuses mentioned above could well also earn membership in the AAU.

All of us know that these are challenging times. The suggestion of "closing" smaller campuses has, I am told, been floated by certain UC faculty groups at larger campuses during previous budgetary crises. Well meaning as such suggestions might have been as to the collective desire to maintain excellence, each time in the past such a suggestion has been understood to be short-sighted. Such is the case again today with the current suggestion.

Difficult choices will need to be made on each campus. Under the present budgetary constraints, aspirations of accomplishments and growth will be much more difficult to fulfill in the immediate future compared to what all of us might have hoped a year or two ago. But each campus also serves a distinct mission, first, for its immediate region, and then for the state and the country. The University of California is a unique institution, unrivaled in the world. It has been built on visionary premises and, despite the challenges that the State now has in providing the funding that should be forthcoming to enable us to fulfill the tripartite goals of the Master Plan, the fundamental approaches that we have followed for a half-century of having each campus fulfill the tripartite mission will continue.

Therefore, I want to be on the record as affirming that all ten campuses will continue to be expected to serve the same tripartite missions of instruction, research, and public service in the future as they do today. This is the foundation of the comments that I will make to the Board of Regents next Wednesday, before I ask each of you to offer your own comments to the Board.

You are free to share this letter with your own campus communities as you wish.

With best wishes, I am,

Sincerely yours,



Mark G. Yudof  
President

cc: Chairman Gould  
Members, President's Cabinet  
Academic Council Chair Croughan  
Associate Vice President Juarez