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**JANET NAPOLITANO, PRESIDENT**  
**UNIVERSITY OF CALIFORNIA**

**Re: Principles for interpretation of the Huron Report – REVISED LETTER**

Dear Janet,

Thank you for providing Academic Council the opportunity to review the Huron Report; this letter was unanimously endorsed by Academic Council at its February 28th meeting. Our purpose in this initial response is to present several overarching principles for interpretation of the Report.

- (1) **It is essential that UCOP's functionality not be harmed.** UCOP is uniquely positioned for the efficient cost-effective provision of central leadership, services and programs, to provide concentrated knowledge and expertise, to look after the common good, and to be a neutral honest broker among the 10 divisions. Changes should not be made for the sake of change; changes should only be made to enhance the function of the University of California. Moving some operations away from UCOP to other locations has fiscal, reporting and accountability, operational, as well as human costs. Any discussion of physical or virtual location of these services must follow from the answers to the following question: How can essential systems, operations, and programs located at UCOP be more effectively organized to serve the entire University?
- (2) **The Division of Academic Affairs must be preeminent and directly aligned with the mission of the University.** Teaching, research, and public service activities, their accountability and reporting, must be strengthened and better focused upon the Office of the Provost and the Division of Academic Affairs. All other options, and considerations beyond the Report, that speak to this point must be embraced. Any options that splinter this alignment must be decried.
- (3) **Any restructuring of major UC programs or entities are far beyond the scope of optimizing or reorganizing UCOP.** These pose much larger existential questions for the entire University system that must be separately examined. For example, options addressing UC Health in terms of establishing a state-wide network, or in changing its funding model, which have been described as spinning off a mature entity, demand separate and deep consideration.

Any significant changes in the location and authority over UCOP's activities need to be subject to broad discussion and evaluation within the framework of the above principles. Detailed analysis of the 30 skeletal bullet-pointed options listed on pages 21 and 25 of the Huron Report will follow, as appropriate, after your expression of option prioritization and the timeline for consultation.

In closing, the Senate is pleased to note some of Huron Consulting Group's important findings that reflect positively on many aspects of UCOP:

- *“UCOP is World Class in terms of its focus and services, many of which are standard and best practices across higher education, ... UCOP is often at the forefront of what system offices can achieve”* (cover letter);
- *“UCOP stands as a leader amongst system offices in higher education, given its focus on system-wide programs and services that benefit the campuses through leveraged scale and improved experiences. UCOP has often been on the cutting edge of what university systems can accomplish”* (p 6);
- *“UCOP offers world class services: Having worked with many universities and university systems, we know that UCOP offers world class services that are the standard and best practices across higher education... UCOP is often at the forefront of what system offices can achieve”* (p 7);
- Even though UCOP manages several system-wide functions that are uncommon in higher educational institutions, it is modest in size compared to other system offices (p 10).

The Senate looks forward to working with you in examining all possible ways that UCOP can better support the University Mission of teaching, research and public service, as implemented on the campuses.

Sincerely,



Shane N. White, Chair  
Academic Council

Cc: Academic Council  
Senate Director Baxter  
Senate Executive Directors