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March 12, 2018

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

**Re: UCOP Reorientation**

Dear Janet,

The Office of the President of the University of California, UCOP, is the center of the University of California system. It serves the overall governance of the University providing the leadership, services and operational support needed for the functioning of the University system, as well as delivering programs for the common good. It does these things so that the University can best perform its mission of teaching, research and public service. In carrying out these tasks, UCOP currently employs approximately 1750 people and oversees a budget of over \$880 million. The President of the University, the executive head of the University, administers its day to day central and/or system-wide functions, develops its budget, serves as the academic leader, establishes the University environment, promotes diversity, and is the University's principal spokesperson, subject to shared governance with the Board of Regents and the Academic Senate.

The President, by absolute necessity, delegates many of these responsibilities to her primary officers, notably to the Provost, the Chief Financial Officer, and the Chief Operating Officer. The Provost and Executive Vice President – Academic Affairs is responsible for fostering a spirit of partnership and teamwork among multiple constituencies across the University system. This role develops and implements strategies, policies, and processes across the University system that align with the public mission of the University. Additionally, the position requires a strong commitment to fostering diversity among students, faculty, and staff and maintaining an inclusive and respectful environment. The Provost must develop close working relationships with the campus provosts and key stakeholders such as the Academic Senate, Regents, Legislature, and the public to bring together disparate views and build a systemwide academic strategy.

UCOP is segmented into a dozen Divisions, headed by officers who report to the President (Figure 1). UCOP also houses the President's Executive Office, the Office of the Board of Regents and the Office of the Academic Senate. Currently, both internal and external observers can have difficulty distinguishing and understanding the different functions of UCOP. UCOP can be viewed as a free-floating top-heavy bureaucracy with an enormous budget divorced from the teaching, research and service mission of the University. Of course, such a view is mistaken, but

understandable. Over the past dozen years UCOP has been the subject of a dozen internal and external reviews, but misunderstandings still abound.

The recent Huron Report found that “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”; “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”; and “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”. Even though UCOP manages several system-wide functions that are uncommon in public university systems, it is modest in size compared to other system offices. This amplifies the observations of the Monitor Report of 2007, which found that the cost of UCOP was small relative to the overall University system. Whereas that report found room for many process improvements, it too found no evidence of bloat in UCOP operations.

Both of these reports, and the intervening ones, have been remarkably silent on the implementation of the University’s mission of teaching, research and service, its’ very *raison d’etre*. However, the Huron Report offers an option to “Orient Academic Affairs towards the mission of leading and supporting instruction, research, and public service”. Enacting that option would address longstanding issues and better enable the center to serve the mission which is implemented on the campuses.

Accordingly, the Academic Senate proposes a reorientation of UCOP, including a discontinuation of the name “UCOP”, an oversimplification or misnomer of relatively recent origin. This reorientation has three recommendations:

- (1) **To separate UCOP’s governance functions from its mission implementation role of providing services, operational support, and academic programs** (Figure 2). We recommend that the President’s Executive Office, the Office of the Board of Regents and the Office of the Academic Senate be grouped to form an entity called “UC Governance”. We recommend that the current Divisions of UCOP be moved to a new entity called “UC Systemwide Operations & Programs”. Better names can surely be found, but these suggestions suffice for the purpose of this proposal.
- (2) **To change reporting relationships to better focus attention upon the University mission of teaching, research, and public service.** It is recommended that all of the Divisions maintain their direct reporting lines to the President, but that they also have a dotted line, indirect or secondary, reporting relationship to the Provost, so that the primacy of the University Mission will be appreciated in all Systems Operations and Programs planning and decisions (Figure 2).
- (3) **To consolidate UCOP’s 12 current divisions within the new UC Systemwide Operations & Programs entity, to achieve efficiency and simplicity** (Figure 3). We note that UCOP contained just 6 Divisions as recently as 2003, and that several were added in recent years. It is recommended that:

- (a) The Divisions of Public Affairs and Government Relations be merged to be a single entity focusing upon External Relations;
- (b) The Division of Research Innovation & Entrepreneurship be relocated largely to Academic Affairs, and its fiscal patent royalty activity to the Office of the Chief Financial Officer;
- (c) The Division of Agriculture and Natural Resources be returned to the umbrella of Academic Affairs and the implementation of its operations be placed at an Agricultural Experiment Station campus or campuses;
- (d) The Division of Academic Affairs be reconstituted to contain Departments of Teaching, Research, and Public Service, amongst others; and that
- (e) Consideration be given to elevating the Office of Human Resources, currently a Department within the Division of the Chief Operating Officer either within the organizational structure, or through strengthened reporting, given the importance of the University's employees to the implementation of its mission and their being the main budgetary cost.

The Senate believes that this reorientation will improve the alignment of the center of the University to its mission of teaching, research and public service, while also improving transparency, accountability, focus and efficiency. This will benefit the relationship between the center and the campuses, where the University Mission is realized, and improve the relationship between the University and the State. We look forward to an ongoing dialogue with you on this proposal.

Sincerely,



Shane N. White, Chair  
Academic Council

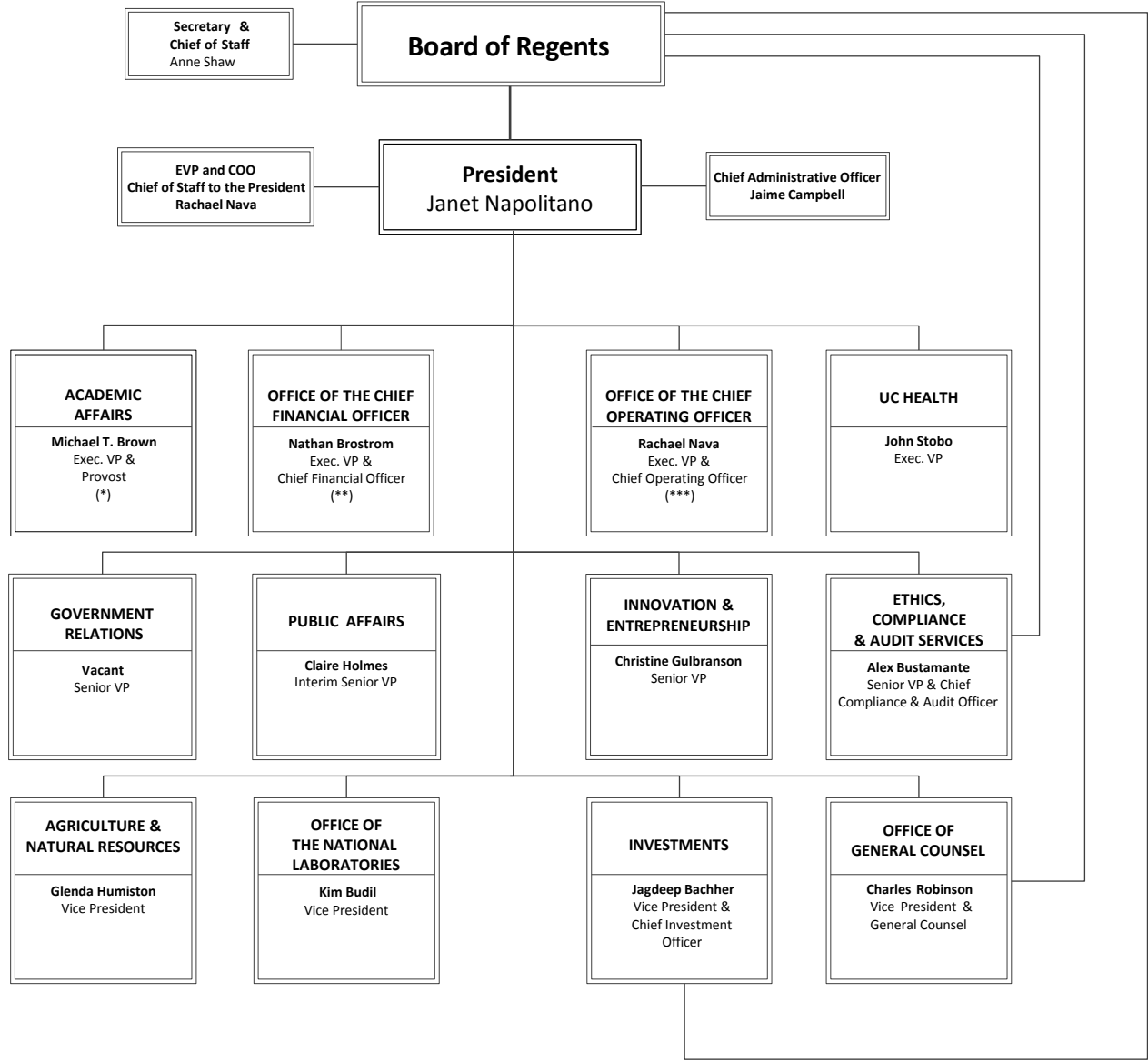
Enclosure

Cc: Academic Council  
Senate Director Baxter  
Senate Executive Directors

# 1. UCOP ORGANIZATIONAL CHART

## Current state

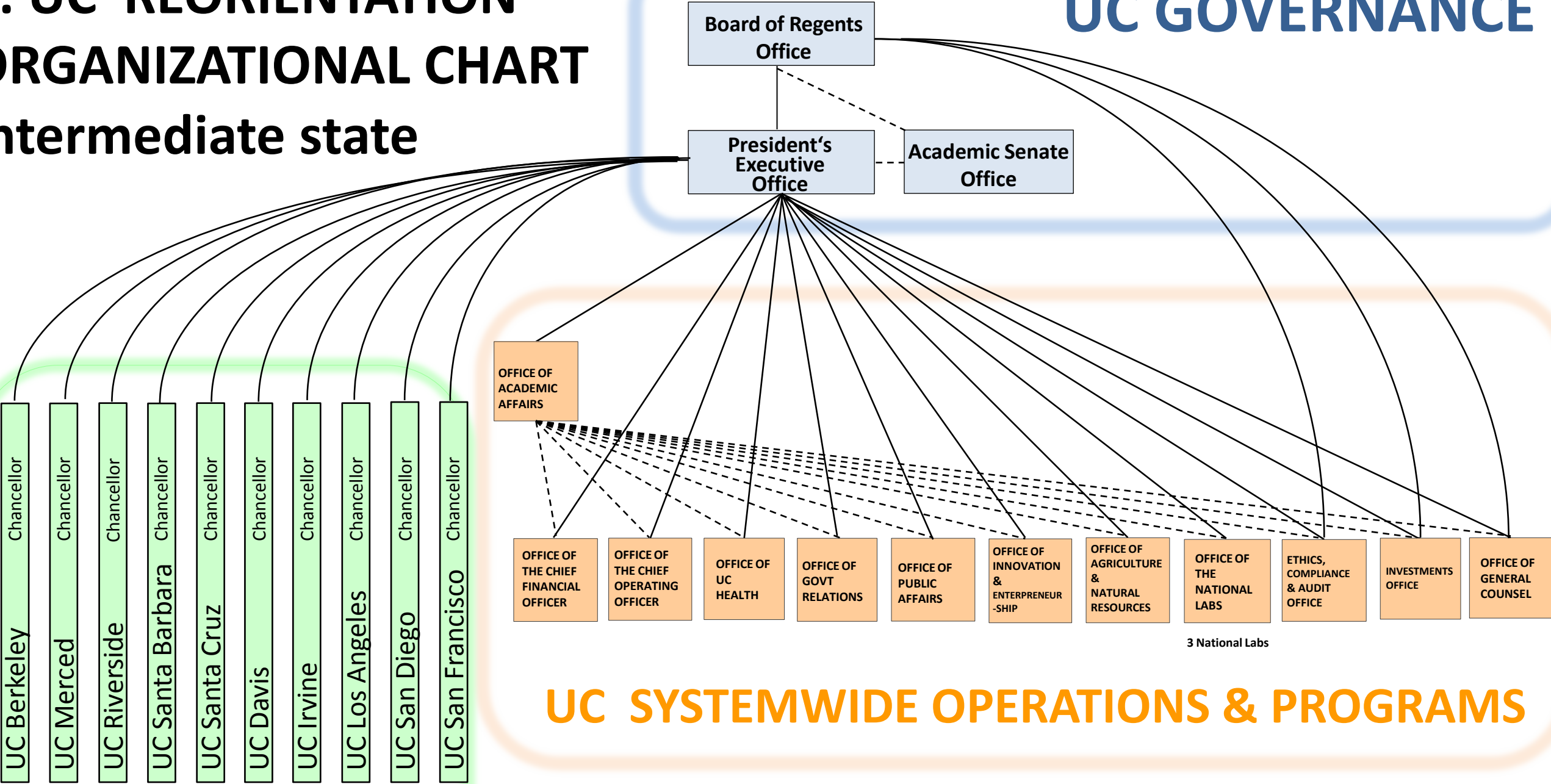
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# 2. UC REORIENTATION ORGANIZATIONAL CHART

## Intermediate state

# UC GOVERNANCE



5 Academic Medical Centers

3 National Labs

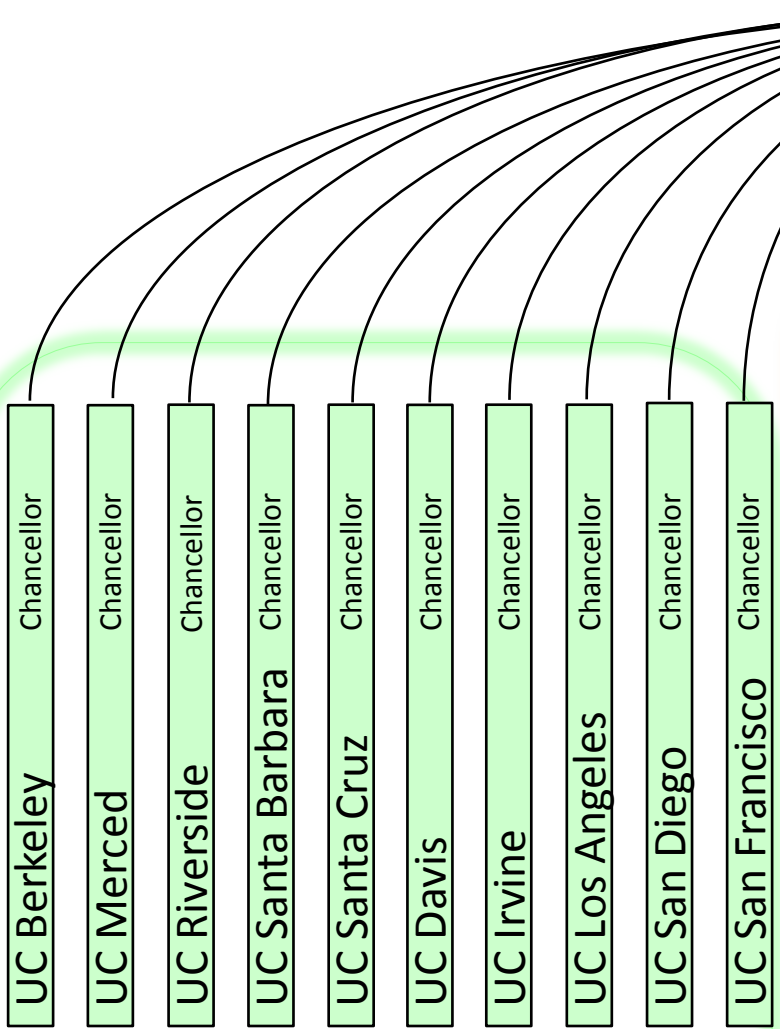
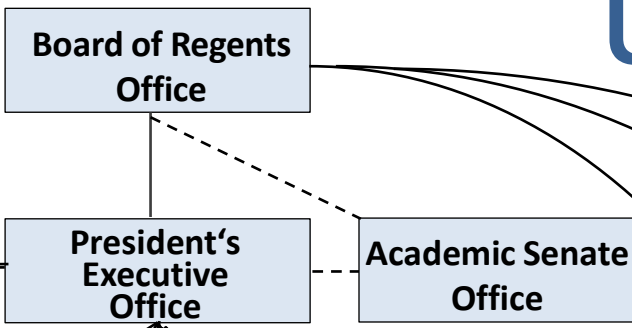
# UC SYSTEMWIDE OPERATIONS & PROGRAMS

# CAMPUSES

# 3. UC REORIENTATION ORGANIZATIONAL CHART

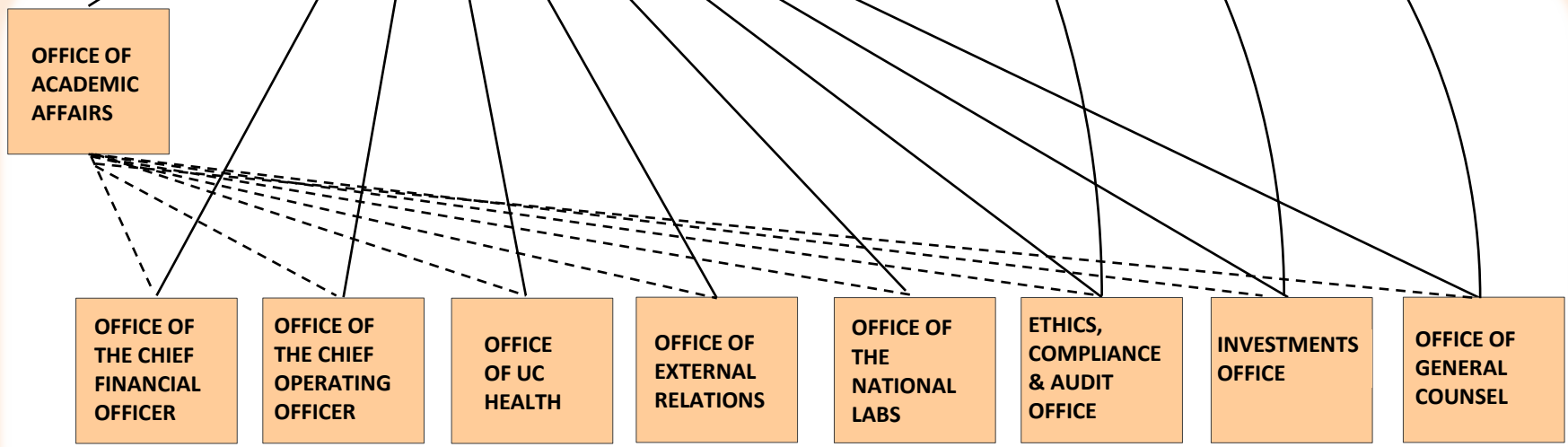
## Final state

### UC GOVERNANCE



5 Academic Medical Centers

### CAMPUSES



### UC SYSTEMWIDE OPERATIONS & PROGRAMS