

2013-14 UC BERKELEY BUDGET PLAN



We reach further, together.

Berkeley
UNIVERSITY OF CALIFORNIA

The day after winning a Nobel Prize in physics, George Smoot was back in the classroom, teaching his Physics 7B undergraduates.

Steve McConnell / UC Berkeley

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Bear sculpture by benches at door to Campanile
Melani King / UC Berkeley © UC Regents



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EXECUTIVE SUMMARY

The 2013-2014 University of California, Berkeley Budget Plan provides strategic context on our current financial position, progress to date, future plans on our financial strategies (including our current operating budget and capital plan), budget plans for all major control units, and other institutional metrics of interest. This document is intended to continue our discussion about how we can make informed decisions that will support UC Berkeley’s foundational role in building California and remaining a center of innovation, discovery, growth, and sustainability.

In part, we produce this Plan to illustrate how we are using funding support we receive from students and their families, the state of California and other government entities, donors, and the general public. We want to shift our focus from accountability to the fund to accountability for campus goals and outcomes. This includes improving the student experience by increasing graduation rates, lowering student indebtedness, and supporting the transition to post-graduate activities, such as employment and education.

It has been called the Berkeley miracle: The fact that our campus remains one of the finest universities – serving as a beacon of what public education can be – despite facing unprecedented financial challenges.

UC Berkeley continues to change the world through strategic investments that support critical campus goals. With these priorities in place, Berkeley has been able to:

- Expand common good courses (i.e., entry level reading and composition, entry level math and science, and foreign language courses) to support lower time to degree;
- Initiate Berkeley Connect, which links undergraduates with graduate students and faculty in innovative programs of extra-curricular learning and mentoring;
- Implement the Middle Class Access Plan (need-based financial aid for middle income families) to lower student debt and serve as a model to California’s Middle Class Scholarship plan;
- Complete the landmark Hewlett Challenge (100 new endowed faculty chairs) two years ahead of schedule and continue to reduce the faculty salary gap with peers;
- Increase salaries by 2% for non-represented staff to help remedy the growing gap with the market, in advance of a similar system-wide increase; and

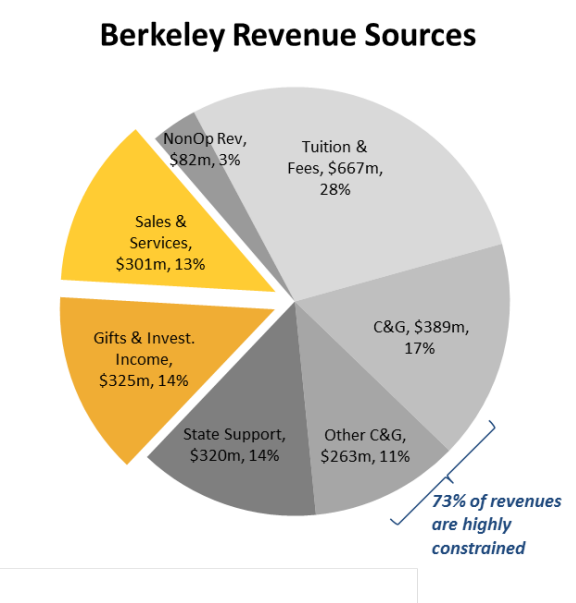
- Kick-off construction for the Lower Sproul Project, a student-oriented campus center to improve the student experience.

These are only a few examples of what Berkeley has accomplished during challenging financial times. It is through strong financial management that we are able to understand our resources and expenses better, and make decisions that support our strategic goals. And we continue to improve.

Berkeley is a good investment. As seen in appendix B, our six-year graduation rates for freshmen are just over 90% and our four-year graduation rates have increased 7 percentage points over the last five years to 71% as we invest in efforts to improve time to degree. We’re proud to report that Berkeley has produced the largest number of graduates going on to the Peace Corps and now the largest number entering Teach for America. Our heart as a campus — and with the student, faculty and staff — is devoted to supporting the public good and changing the world for the better.

Strategic Context

While the passage of Proposition 30 represents an important reinvestment in public higher education, the proportion of our budget supported by the state is dramatically lower than ever before. We share concerns over increasing tuition, and recognize every dollar saved can help cut the cost of attendance and lower student debt. We are working each day to reverse the increase in cost of higher education. We worry that freezing tuition without a future plan, as we’ve seen in the past, leads to significant increases in later years (as compared to small and predictable increases over time). We don’t want to hurt any future generation of students with



tuition spikes. Furthermore, federal sequestration impacts have raised concern about the federal government reducing allocations for campus research, which helps to support students and campus infrastructure. As a result, when we look at Berkeley's revenue sources, approximately 73% of revenues are highly constrained. Therefore, Berkeley's three-pronged financial strategy of (1) controlling expenses, (2) growing revenues, and (3) improving resource allocations remains critical for our continued success.

We are making progress on all fronts.



Controlling Expenses

With our first strategy, Operational Excellence (OE) has been a primary driver for promoting savings with the goal of achieving \$75 million in annual savings. In addition, the campus has encouraged every unit to examine ways to cut expenses within their operations.

Growing Revenues

With our second strategy, the Vice Chancellor for Administration and Finance, along with a refocused OE office, continues to lead the effort to promote revenue-generating efforts. In May, Berkeley held its second revenue-generating symposium where academic and administrative units shared examples of their revenue-generating projects and the campus provided support on how other proposals could be developed for consideration.

Improving Resource Allocations

With the third strategy, the Associate Vice Chancellor – Chief Financial Officer, Campus Budget Office, CalPlanning team, and units across the campus have been collaborating on ways to improve the understanding and use of existing resources. To do so, units must have greater insight into their financial operations, including the major expense drivers that impact costs.

This year, we implemented Position Management, which allows us to better manage and plan for our human resource costs, which is important because compensation is the largest expense category for our organization. At the end of this fiscal year, we implemented One Hierarchy to streamline the organizational component of the chart of accounts (COA). This will allow the campus to align financial resources with other campus data, improving our ability to track and measure changes in key metrics.

Berkeley has completed a significant amount of change and is on the tipping point of leveraging this information to help campus leaders, including deans and chairs, to align resources with strategic goals. In recognition of the revenue constraints, we need to ensure we use funds as effectively as possible.

To support the comprehensive excellence and interdisciplinary opportunities that attract so many to Berkeley, we are committed to creating a strategy that pulls from the best of responsibility-centered management and decentralized models. It is not enough for one college to ensure they have the resources to manage their own program or one administrative unit to focus on their operations, without considering how they impact campus goals and student experience. Berkeley's strength comes from our breadth and depth. We need to look across our operations to see where we should invest in the common good, support areas with greater demand, and reduce costs after balancing trade-offs. We are investing in campus tools and training to help inform these discussions. As one example, Cal Answers, our campus data warehouse tool, helps illustrate trends in undergraduate and graduate majors, courses, and degrees awarded. (See appendix B for examples.)

Consolidated Budget for Operations

Total operating revenues and expenses for the campus are projected to be about \$2.35 billion and \$2.14 billion respectively, resulting in a net operating surplus of \$208 million. After taking into account fund balance transfers out of \$240 million, primarily for debt service and capital investment, the change in net assets is projected to be a decrease of \$33 million.

Berkeley has the capacity in reserves to assume this decrease in the short-term, as we continue to invest in our revenue generation and expense reduction efforts.

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Capital Investment

The old duality of an “operating budget” and a “capital budget” is becoming an obsolete concept. The need for capital investment must be weighed against the many other demands on campus resources. At the same time, however, a robust program of capital investment and reinvestment is critical to both the student experience and the research enterprise.

We are now in the second year of our ongoing capital renewal program. There are \$30 million in projects approved for FY 12-13 now underway, with another \$30 million approved to begin in FY 13-14. We are committed to maintain and, if possible, expand this program in future years.

We are also moving to establish capital investment as an integral part of the campus operating budget, and to have the control units include short- and long-term capital needs in their own budget submittals. In FY 13-14 and future years, those budget submittals will inform decisions on the use of \$17.5 million of “capital bank” funds, central funds designated for partnerships with units to address priority

capital needs.

However, the need for capital investment cannot be met by internal campus resources alone. We continue to broaden our portfolio of external funding strategies to include not only conventional gifts, but also a variety of “partnership” delivery models with donors, nonprofits, and developers.

Lastly, we strive to ensure each capital investment we make reflects best practices in true life-cycle costing, risk reduction, space utilization, and resource conservation, and consider revenue potential as one factor in investment decisions.

Acknowledgements

In his introductory message to the campus, Chancellor Dirks acknowledged that “we are in this together.” The UC Berkeley Budget Plan, the result of an unprecedented collaborative effort to reframe our campus budget process and implement CalPlanning, reflects this spirit. Numerous faculty, staff, students, and other supporters have come together to provide feedback, participate in trainings, share best practices, and think differently.

When faced with the impacts of budget cuts, our greater transparency in all funds allowed campus leadership to identify other fund sources that could be tapped if needed to provide stability in turbulent times. We know and appreciate how hard our faculty and staff have worked. We also know that there is more work to be done. We must continue to move ahead, and together we will succeed.

We'd like to thank the following people who helped make this book a reality:

Jon Bain-Chekal, Pamela Brown, Mariana Corzo, Erin Gore, Hugh Graham, Laurent Heller, Timothy Hummel, Nora Isaacs, Alfred Alipio Jocson, Marcia Kai-Kee, Kerry O'Banion, Moira Perez, Adile Quennarouch, Sara Tecle, Lisa Vanderfin, Barbara Wezelman, John Wilton, Andrea Zirman

The following groups and offices contributed to this project:

Campus Wide Unit Budget Submissions, CalPlanning Local Implementation Managers (LIMs), Campus Budget Office, Chancellor's Office, Controller's Office, Executive Vice Chancellor & Provost, Office of the CFO, Office of Planning & Analysis, Space and Capital Resource, Vice Chancellor Administration & Finance



Chapter 1:

INTRODUCTION

Last year, Berkeley published our first all-funds Budget Plan, which provided greater awareness and transparency to the funds we have available. In our 2012-13 Plan, we began to share our campus's story. Since then, we have continued to make significant improvements in our budgeting tools, approach, and training. The promise of our new systems and processes is yet to be fully realized. The next few years will be critical. As new tools, technology, and philosophy become embedded in the way we work, we will be better positioned to deliver meaningful results for years to come.

This year, we will continue to tell our story. In addition to implementing CalPlanning and improving the data behind it to provide better insight into financial operations, Berkeley has also invested in Cal Answers, our enterprise data warehouse reporting tool that provides easy access to other institutional data to help inform and evaluate the impact of resource allocation decisions.

Investing in Resource Allocation Tools

We continue our commitment of improving our Berkeley's infrastructure so we can allocate our resources toward those areas most critical to our success. We know our campus must carefully optimize current revenues and reserve balances to make sure that we are meeting the needs of our mission today and for the long-term. Campus investments in tools like Cal Answers and CalPlanning are already providing us with better decision support and a more strategic view of campus finances. These will be important tools in strategically managing our revenues and expenses in the years ahead, and in tracking the impact of those financial strategies. We must also use well-defined metrics to link performance to the implementation of strategic priorities.

We have made **significant progress** as a result of this year's changes:

(1) **Detailed Financial Data** – We now have detailed CalPlanning budgets in place for each unit on campus. We look forward to working together to refine the lower level information to enhance meaning. This will allow us to do a real review of our campus-wide budget to actuals variance at the end of the first quarter in the year ahead. New levels of insight will be possible next year.

(2) **Evolving Discussions** – We have begun to have more comprehensive discussions with the deans and their staff about the financial condition of their units and the controls and authority that they wield over their schools or colleges. We also note that almost every unit is thinking critically about their role in revenue generation.

(3) **Building Relationships** – The budget office has continued to nurture and reinforce a collaborative relationship with campus units, which will be needed in order to effect meaningful change in future.

(4) **Improved Financial Planning & Management** – We simplified financial management to support more meaningful reporting. We did this by reducing and standardizing our financial organizational tree elements, and clarifying the appropriate use for each chart of account segment.

(5) **Enhanced Access to Other Institutional Data** – Our investment in Cal Answers has already resulted in much easier access to campus data on academic (e.g., students, courses, degrees, and outcomes) and other campus (e.g., procurement, staffing) metrics. Some of this information is found in appendix B.

There are also **opportunities for improvement** for the next cycle:

(1) **Seeing the Big Picture** – This year, we examined consolidated financials for the schools and colleges. But this is only the first year many people have seen their financial data holistically presented. It will take another cycle to begin to really absorb the implications of the data, and to start making decisions to optimize the alignment of our resources to our mission.

(2) **Making important Trade-Offs** – Ultimately, budgeting is about optimizing allocation of resources. In the new cycle, we hope to increase the discussion and visibility on the process of making important trade-offs throughout the organization. Incremental budgeting requires this analysis, but only on the marginal asks. A more strategic budget process would ensure this type of prioritization becomes standard at every level of the organization, looking at the complete resource picture. Discussions should focus not only on what we want, but also what we can do without.

(3) **Enhancing Reliability** – A stronger budget process will help the units improve their financial understanding and support better financial decisions. Across the campus, we continue to improve our skills in predicting and depicting our budgets. Each cycle, the variance between our projections

and actual data continues to narrow. We want to continue this trend and find ways to make further improvements in all submissions.



In Sacramento, students rallied for higher ed.
Melani King / UC Berkeley © UC Regents

Notation on Control Unit Campus Support

The central campus receives multiple funding sources, which are consolidated and then allocated to control units as campus support.

Where you see “Campus Support,” it reflects allocations made from this pool of central resources. The majority of campus support comes from tuition and fees and state general funds, followed by indirect cost recovery, investment income, sales and services income, and philanthropy.

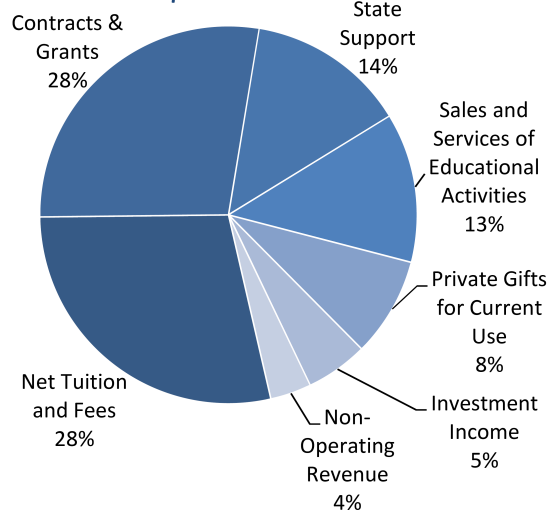
Chapter 2:

CONSOLIDATED BERKELEY BUDGET

UC BERKELEY TOTAL

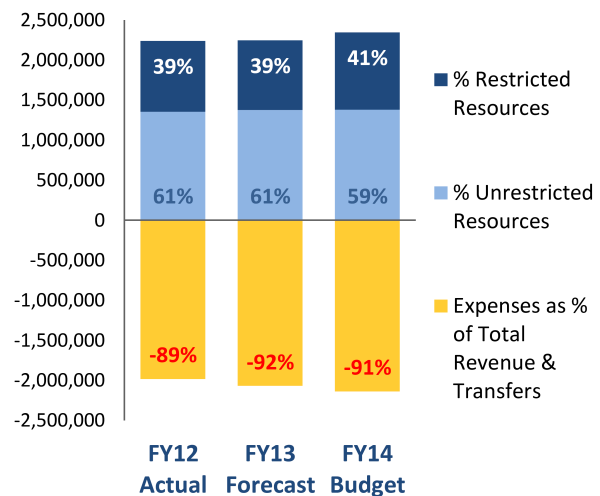
CURRENT FUNDS <i>IN THOUSANDS OF DOLLARS</i>	2011-12 Actual	2012-13 Forecast	2013-14 Operating Budget
Revenues	2,237,300	2,247,728	2,346,147
Operating Transfers	-	-	-
Total Revenues & Transfers	2,237,300	2,247,728	2,346,147
Compensation	1,312,031	1,401,544	1,457,502
Non Compensation	670,104	668,461	681,130
Total Expenses	1,982,135	2,070,005	2,138,632
Net Operating Surplus/(Deficit)	255,165	177,723	207,516
Changes in Fund Balance	-177,813	-215,728	-240,988
Change in Net Assets	77,352	-38,005	-33,472
Beginning Balance	980,911	1,058,263	1,020,258
Ending Balance	1,058,263	1,020,258	986,786

2013-14 Budgeted Revenues: \$2.35 Billion



Resource Trends

IN THOUSANDS OF DOLLARS



Guiding Values

A new academic year always brings new students and opportunities. This year it also brings a new chancellor to the campus and ushers in a period of stability in state funding: The voters in California showed their support for higher education through their passage of Proposition 30 last November, and the legislature demonstrated responsible stewardship of resources through their passage of the FY13-14 State budget by the statutory deadline of June 15. Despite

the reduced proportion of state funding in our total revenue picture today compared to five or six years ago, Berkeley continues to be the best public university in the world. It has high quality programs, award-winning faculty, and top-caliber undergraduate and graduate students who come together to make a difference in the world.

Supporting this excellence in our faculty and students will require us to continue our efforts to build a stable financial model. No single approach will get us there. As we described, we look to cut expenses; generate and manage revenue

growth; and align the resulting resources with strategic goals. Success in each of these areas requires access to accurate, timely, and meaningful data, as well as effective approaches to evaluate the data and assess options. All areas of the campus have contributed to rethinking the systems and processes that provide this data in order to improve our financial management and support strategic analysis and decision-making.

This past year, the CultureCal effort engaged the campus in a multi-week brainstorming event to surface and distill the values by which we work. The resulting five Operating Principles will transform our culture over time and guide employees to new levels of performance that match our academic excellence. While any given campus activity or accomplishment is likely to incorporate more than one of these principles, we will use them as an organizing system for highlighting a few of the recent campus efforts to improve data and access.

We include and excel, together

- In FY12, Berkeley announced its Middle Class Access Plan (MCAP), a historic program for a public university, which will provide needs-based financial aid to students from middle class families. Awards started in the spring of 2012 for the FY13 academic year. The first year saw 2,500 students receive aid under the MCAP. In addition, 7,900 students received assistance under the continuing UC Blue and Gold Opportunity Plan, for California undergraduates whose family income does not exceed \$80,000. Last year, around 38% of undergraduates paid no tuition, well over 18,000 undergraduates received some form of financial aid, and Berkeley students graduated with one of the lowest cumulative debt liabilities of any public institution in the Association of American Universities.
- Barely had the dust settled from the creation of our first campus-wide budget using the CalPlanning tool in spring 2012, when a newly commissioned Financial Analysis and Planning Outreach (Outreach) unit began organizing a series of workshops to engage every campus division on a variety of goals. Over the next nine months, Outreach supported each unit in working through the steps to re-design their divisional budget process; learning how to translate financial data into the knowledge and information needed to support effective decision-making; and re-aligning their use of the financial chart of account values to campus best practices. This was a transformational effort across the campus, as staff

improved both their individual skills as well as the quality of data and reporting available to their division.

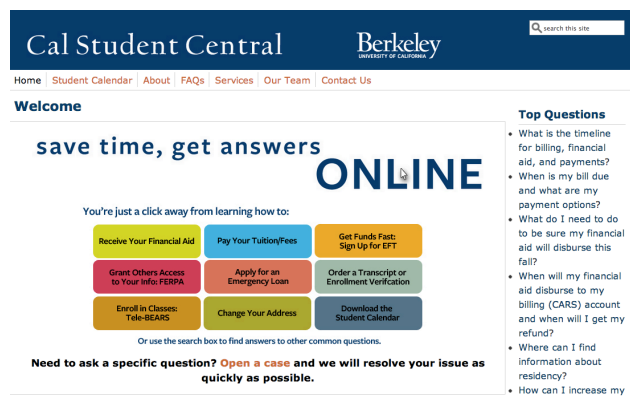
We imagine and innovate

- Student financial aid information became available to the campus in an integrated way for the first time in FY13 via Cal Answers, our enterprise data warehouse reporting tool that began development in 2011. We are adding new data sets topics and reporting using a phased approach. Cal Answers will provide units with information on the kind of financial support their students will receive. Across the campus, it will provide insight into critical campus business goals and enable us to answer questions of access and affordability, such as: Who are we serving with our aid programs? Are qualified students at all levels of financial need able and willing to pay the net cost of attendance? How can we optimize the allocation of our financial aid budget?
- True position budgeting came to campus this past year with the implementation of Human Capital Planning (HCP), a new module in our CalPlanning suite that imports position data from our HR database and allows us to modify the current data as needed to plan future salary and benefits costs across individual units and all summary fund types. This replaces prior systems, which were ad hoc by unit. The robust functionality of HCP allows units to plan at whatever level is helpful, from a very fine level to a summary level if that will be sufficient.
- Operational Excellence (OE), which began as an office tasked with evaluating and monitoring projects to streamline our administrative systems and reduce costs, is now also evaluating and promoting unit-level entrepreneurial activities. OE support will enable selected campus units to develop and start entrepreneurial projects in support of their academic goals.

We simplify

- Campus administrative units are located in a variety of buildings across the Berkeley campus, but should that be the students' problem? We didn't think so. The campus remodeled space in Sproul Hall in time to welcome students to a new Cal Student Center at the beginning of Spring semester. Still a work in progress, this center will ultimately provide convenient "one-stop shopping" to students for all their enrollment and financial needs. An

online Cal Student Center site extends this philosophy to cyberspace.



<http://studentcentral.berkeley.edu>

- The campus undertook a critical infrastructure project this year in an effort to simplify reporting across campus. The One Hierarchy project focused on streamlining the organizational component of the chart of accounts (COA), which is an important step in the ongoing effort to clean up the COA and simplify reporting and analysis across campus. The project team worked in collaboration with thirty-five divisions to redesign their organizational hierarchies and implement those changes in 43 systems across campus. It resulted in the elimination of one-fifth of the individual values, and will provide the opportunity to align our structure with operations and allow for comparability of financial data and other metrics across campus.
- Campus Shared Services (CSS) is now in operation, as selected campus administrative functions begin to move from individual divisions to a centralized operation. By simplifying and streamlining common administrative tasks and processes across campus and ensuring expertise in all aspects of their functions, CSS is expected to be able to cost-effectively provide consistent service to the units at a level that meets or exceeds what was previously possible.

We are accountable to each other

- Berkeley has a long tradition of listening to our students. The Chancellor's Advisory Committee on Student Services and Fees (CACSSF) was first convened in Fall 2006 to advise on student services funding and fee issues. When The Regents adopted new guidelines in 2010 for implementing the system-wide Student Services Fee (formerly the Registration Fee), CACSSF took on

broader oversight and advisory responsibilities on Student Service Fee allocations. Co-chaired by the Vice Chancellor for Student Affairs and a student co-chair, CACSSF is comprised of a majority of student members from the Associated Students of the University of California (ASUC), Graduate Assembly and Committee on Student Fees, in addition to Vice Chancellor designates from student service areas and Academic Senate representatives. This structure promotes accountability to our students and helps ensure Student Service Fee allocations are aligned with the fee's intended use. As part of the FY14 budget process, CACSSF recommended new one-time allocations of \$2.5 million and ongoing allocations of \$1 million from available Student Services Fee revenue for more than 25 projects and programs vetted from a broad campus-wide call for proposals. In addition, CACSSF approved one-time funding allocations for 16 projects from its discretionary funds. Thanks to CACSSF's hard and conscientious work, we are addressing high priority student service areas through a transparent decision making process centered on students – the very stakeholders who are being served.

- Any new system implementation benefits from the participation of the end users. CalPlanning was no exception, though the level and extent of that participation may have been unprecedented. At its inception, it created a group with a finance and planning representative from each division on the campus. Over the next two years, the group met monthly – with a subset meeting twice a month – in order to learn from the CalPlanning team, provide feedback to that team, and disseminate information about the project within their own divisions. This group also acted as the primary contacts for their divisions when departmental staff had questions about the new system and about related changes to the general ledger.

We focus on service

- Research is a key part of the life of faculty members on the campus, and access to information about the status of their grants is key. Making the financial information easily understandable to a non-accountant is icing on the cake. That's why the campus is so excited about a new online Cal Answers module for principal investigators (PIs) called the PI Portfolio. Scheduled to go live in early FY14, it will allow faculty members to access key information about all their grants at one time. Functionality previewed so far includes a summary tab that uses bar charts to easily compare costs to date with

the final date for grant, and other tabs that allow users to drill down into detailed information such as grant terms, co-investigators, budgets, costs and deadlines.

- The campus's legacy Student Information System, which is the primary system for student billing, receivable, and enrollment information, was in serious need of an overhaul. We are currently in the design phase of a replacement system, and are rethinking all elements with an eye to improve and simplify the student experience.

Consolidated Budget Narrative

Total revenues for the campus are projected to be about \$2.35 billion with expenses and changes in fund balances projected at \$2.38 billion, resulting in a planned decrease in net assets drawn from reserves of \$33 million in FY 2013-14.

Berkeley's prudent fiscal management in past years has built the capacity to assume strategic deficits in the short term, while investing in systems that will produce longer-term efficiencies. Our reserves serve as a bridge to the future, when our current revenue generation and expense reduction efforts will have been realized.

We are projecting state funds to comprise about 14% of revenues, down from around 25% just six years ago. To succeed in this changing environment, Berkeley must focus on those sources of revenue with the greatest growth potential. To that end, Berkeley has launched an initiative with our strategic partners to both identify new sources of revenue and to support efforts to grow existing revenue streams, such as philanthropy. The significant progress Berkeley continues to make toward meeting the Campaign for Berkeley fundraising goals indicates our strength and capacity in this area.

Major expense drivers continue to include health-care benefits and retirement costs due to our labor-intensive operation. Financial aid costs also have increased as a result of increases in student tuition. About one-third of every new tuition dollar raised is returned to aid, to assist our students with economic needs. An all-too-easily-overlooked cost is the campus's need to increase investments in facilities, both to renew the current infrastructure and to improve the academic and research experience for faculty, students, and

staff. Finally, Berkeley must examine ways to provide competitive pay for faculty and staff.

Through OE, efforts are underway to promote efficiencies and cost savings. In addition, there are efforts to make better use existing dollars, including a reduction in the amount of rental space and better utilization of university-owned property.

Several other figures in the Consolidated UC Berkeley Budget merit further discussion.

From FY11-12 Actuals to FY12-13 Forecast, total compensation (including salaries, wages, and benefits) was the largest expense category, forecasted to increase by approximately \$90 million (+7%). Salaries and wages increased \$53 million (+5%) and employee benefits grew by \$37 million (pension benefits accounted for about two-thirds of this growth).

From FY12-13 to FY13-14 Operating Budget, total compensation is expected to increase by \$56 million (+4%), driven by an increase in employer contributions to the pension plan (from 10.6% to 12.7%) and by expected merit, health benefits, and cost of living increases.

Changes in Fund Balance

Changes in Fund Balance represent a significant portion of our operating budget. These are primarily related to transfer activity between the Current Fund and the Plant Fund, where financial activity related to debt, project construction, capital reserves and asset capitalization is recorded.

In FY13-14, Changes in Fund Balances are projected to total \$240 million, as follows: \$128 million for debt service, \$57 million for capital outlay for construction, \$55 million for capitalization of assets, and other activities.

From FY11-12 to FY12-13, we had a \$38 million increase in Changes in Fund Balance outflows due in large part to an increase of \$30 million in transfers for debt service.

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Students enjoy sun and sandwiches at Ludwig's Fountain on Sproul Plaza. Steve McConnell / UC Berkeley © UC Regents

Chapter 3:

CAPITAL INVESTMENT

As we continue to integrate capital needs into our operating budget, we recognize that each dollar the campus devotes to capital is one less dollar we have for student aid, faculty pay, campus maintenance, or a myriad of other needs. Because campus resources are also limited, we need a clear strategic framework for how we prioritize and use those resources.

Guidance

Capital investment at UC Berkeley is shaped by a set of policy documents and program and project reviews.

The **2020 Long Range Development Plan (LRDP)** prescribes the program objectives and a physical design framework for capital investment through 2020. Each campus has an LRDP, which is approved by the Regents, and is typically updated on a 10-15 year cycle.

The **10 Year Capital Plan** defines investment priorities for the next ten years, including the mix of funding sources for each project in the plan. The Plan is updated each year, and is incorporated into a UC-wide ten-year program presented to the Regents for review.

The UC Berkeley **Capital Projects Committee (CPC)** has oversight of the campus capital investment program. The CPC reviews both the 10 Year Capital Plan and individual capital projects, and recommends actions to the Chancellor. CPC is co-chaired by the EVC-Provost and the VC-Administration & Finance, and includes the Academic Senate Chair.

Drivers of Capital Investment

Reinvestment & Renewal

Many of our instructors and researchers struggle with spaces and systems compromised by age and decades of inadequate reinvestment. The renewal of our buildings and infrastructure is crucial to our ability to recruit and retain exceptional individuals, and to pursue new topics of research and new models of instruction.

Capital Renewal Program. In response to this need, the 10 Year Capital Plan includes the Capital Renewal Program: \$30 million per year, designated for investments driven primarily by the age, condition, and performance of core building, data, and utility systems. The Renewal Program includes plans to:

- Renew existing building and infrastructure systems at or beyond the end of their useful lives;
- Upgrade existing building and infrastructure systems unable to meet current performance demands;
- Improve existing systems to reduce operation cost and resource consumption;
- Perform code and seismic upgrades where modest investments can reduce risk; and
- Renew and enhance roads, paths, landscapes, and places of interaction.

Each fiscal year program is formulated by the Capital Renewal Committee, and reviewed and confirmed by the CPC.

New Initiatives

In the 21st century, student enrollment at Berkeley has grown. Berkeley also continues to experience growth in sponsored research, as well as transformative trends in instruction, research methods, and new fields of inquiry.

Capital Bank. These changes in turn can require both more space and new kinds of space. For investments of a more modest scale, the 10 Year Capital Plan includes the Capital Bank: \$17.5 million budgeted for 2013-14, up from \$15 million in 2012-13, designated primarily for investments in existing space driven by program needs. The Bank will:

- Support new initiatives in instruction and research;
- Accommodate changes in methods and work styles; and
- Improve the function, performance, and utilization of space.

The Capital Bank also serves as a contingency fund when unbudgeted capital needs arise during the year, such as hazmat events, urgent repairs, or budget augmentations. The Stanley diesel tank failure and the abatement and demolition of Smyth Fernwald in 2012 are two examples of how these funds were used in the past.

Candidate projects for Capital Bank funds are identified by control units in their annual budget submittals. Capital Bank funds may be allocated by the CPC as either grants or loans.

Major Campus Projects. Larger program-driven investments, such as new construction or major renovations, require their own individual financial strategies.

Gifts are key to many major new projects. For example, the new Simons Institute, housed in Calvin Hall, will establish Berkeley as the worldwide center for theoretical computer science. The new Jacobs Institute will create a nexus for transforming engineering instruction in a new addition to Soda Hall, providing students with hands-on experience in multidisciplinary teamwork, rapid prototyping, manufacturing design, and venture strategy. And the new addition to Haas School of Business will provide students with new classrooms, group and team study rooms, and communal spaces to support 21st century models of instruction and leadership development.

Debt serviced by central resources often plays a key role in major campus projects, since it can be the “last piece of the puzzle” to complete the strategy and enable the project to move forward. Central debt has combined with gifts and other external funds to finance Stanley Hall, Sutardja Dai Hall, Li Ka Shing Center, Energy Biosciences, and the new Art Museum. Central debt is also combined with the special fee passed by our students to finance the Lower Sproul Projects, now underway.

For the near future, the role of central debt is expected to be considerably more focused. The current university policy limits debt payments to no more than 6% of total expenditures. This threshold includes all debt, which includes debt serviced by auxiliary revenues as well as by central resources. Current projections suggest Berkeley may remain close to this threshold for at least the next decade, thus limiting our capacity for new debt obligations.

Life Safety

Although seismic improvements to 4.9 million square feet of Berkeley space are complete, underway, or in design, 1.6 million square feet with seismic deficiencies remain to be corrected. Seismic improvement, along with related life safety, access, and other code upgrades, continues to be a primary driver of the UC Berkeley capital program.

In the past, the state was a primary source of funds for seismic upgrades. But those days are almost certainly over. While external funds can sometimes be used for projects that reduce seismic risk as part of a larger concept with donor appeal, such as the Stadium or the Art Museum, there is no evident donor interest in seismic risk as an objective in itself. For most academic buildings, continued improvement in life

safety requires more creative financial strategies, including the strategic use of campus funds.

Student Experience

Berkeley is more than the sum of its academic programs. A great research university must also provide its students with a vital intellectual community, one that provides exposure to a wide range of cultures and perspectives, and generates the encounters and interactions that lead to discovery.

The 2020 Long Range Development Plan (LRDP) for UC Berkeley recognized this need in its goals to enhance the role of the library as an intellectual commons and to create “places of interaction” at key nodes of campus activity. The 2020 LRDP also recognized the critical role of university housing in enabling our students to excel and engage in campus life.

The Lower Sproul Projects, now under construction, include the seismic replacement of Eshleman Hall and the renovation and expansion of King Student Union, which will provide a new student commons and multicultural center. The campus 10 Year Capital Plan also includes the renovation of Moffitt Undergraduate Library into a 24-hour space conducive to group work as well as individual study.

Since the adoption of the 2020 LRDP in 2005, UC Berkeley has used housing revenues to significantly increase the amount of university housing. As a result, we have essentially met the 2020 LRDP objective of providing university housing to 100% of entering freshmen and transfers.

Funds for Capital Investment

In the absence of designated state funds, the future of capital investment at Berkeley lies in the use of gifts, other external and auxiliary revenues, and unrestricted campus funds. Each fund source must be optimized for the types of investments to which it is best suited:

Campus funds are prioritized for reinvestment in existing core instructional and research facilities, including code and life safety upgrades, building and infrastructure renewal, space improvements, and resource conservation.

External funds, student fees, and auxiliary funds comprise the primary sources of capital for new construction and for major, transformational renovations. They include:

- Gifts and grants for construction or renovation of education and research facilities;
- Student fee referenda for construction or renovation of student life facilities; and
- Auxiliary revenues for construction or renovation of housing and parking facilities.

Central resources, including debt, may be used to make strategic, leveraged contributions to such projects - for example, as the 'final' increment of funding for a project otherwise supported by external funds. But because central resources are limited, their use should be informed and shaped by the challenges we face.

Challenges for the Future

As we plan for the challenges ahead, we will adopt and adapt a set of capital investments principles to guide us forward.

Central vs. Unit Resources

Our long-term goal is to firmly establish capital investment as an integral part of the campus operating budget, and to have the control units include short- and long-term capital needs in their own budget plans.

In order to ensure we take unit resources into account along with central funding capacity in project funding considerations, we have begun asking control units to include a section on capital in their annual budget submittals. This year, the CPC will begin to use those submittals to inform the allocation of Capital Bank loans and grants.

Life Cycle Costing

UC Berkeley has already begun to implement a true "life cycle costing" policy for major new investments, but the campus needs to be rigorous in holding to it. Projects, which add net new space to the campus inventory, do not just impose the initial cost of design and construction: they also impose the ongoing cost to operate, maintain, and renew the new space over time.

Debt Capacity

Debt serviced with central funds has enabled UC to build several new facilities, which have had transformative impacts on instruction and research. However, we are now close to the university-prescribed thresholds for debt service, and expect to remain so for the next decade. Our debt capacity is ultimately a function of revenues and expenses, and one way to increase debt capacity is to increase revenues. While

revenue potential is only one of many factors in prioritizing capital investment, it should be part of the equation.

Seismic Risk

Berkeley has made great progress in reducing seismic risk, as noted above a considerable amount of deficient space remains, including several large academic buildings.

Space Utilization

Programs shrink and expand, methods and work styles change, but space is held onto tenaciously. Not only does this space continue to cost money to operate and maintain but, for a constrained urban campus like Berkeley, it also consumes precious land. When a new need or initiative does emerge, the first inclination is often to build more space rather than replace or repurpose obsolete space.

Sometimes, particularly for new research facilities, new space may in fact be the best option. But the strategy for such facilities should be coupled with a critical analysis of how existing obsolete space can be removed or productively repurposed to improve its utilization.

Capital Investment Guiding Principles

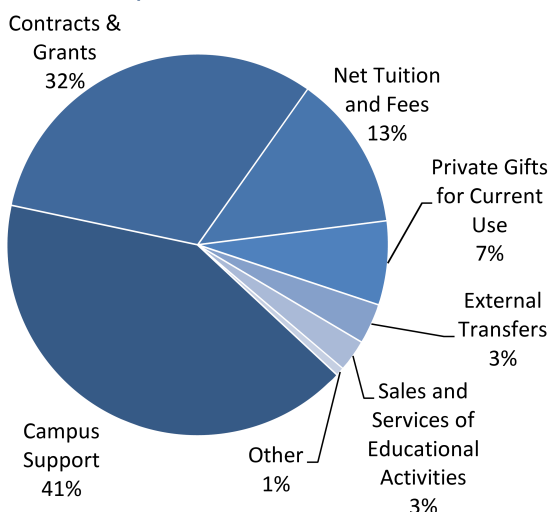
- Establish capital investment as an integral part of the campus operating budget.
- Prioritize central resources for capital investments in which units maximize their own share of project cost.
- The financial strategy for each capital investment should cover its ongoing cost as well as its initial cost.
- Design each capital investment to minimize resource consumption and operation cost.
- Include revenue potential in prioritizing capital investments and evaluating alternative solutions.
- Include risk reduction in prioritizing capital investments and evaluating alternative solutions.
- Design each capital investment to optimize space utilization and minimize net growth in the space inventory.

Chapter 4:

EXECUTIVE VICE CHANCELLOR AND PROVOST

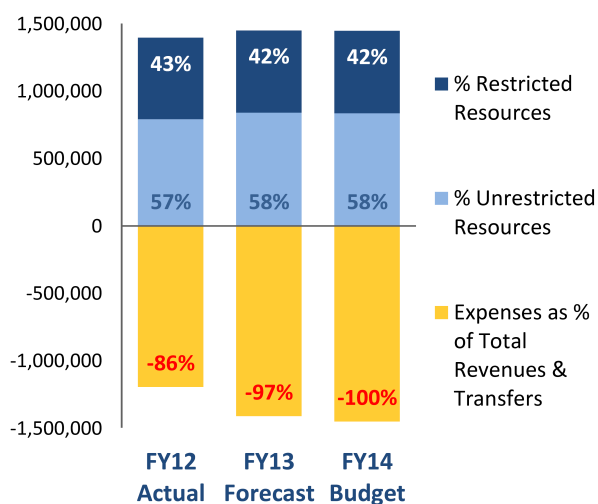
CURRENT FUNDS <i>IN THOUSANDS OF DOLLARS</i>	2011-12 Actual	2012-13 Forecast	2013-14 Operating Budget
Revenues	769,280	790,843	793,096
Operating Transfers	627,468	659,831	654,522
Total Revenues & Transfers	1,396,747	1,450,674	1,447,619
Compensation	789,596	826,572	830,417
Non Compensation	558,039	584,992	620,589
Total Expenses	1,347,636	1,411,564	1,451,006
Net Operating Surplus/(Deficit)	49,112	39,111	-3,387
Changes in Fund Balance	-846	-17,657	-15,231
Beginning Balance	461,731	509,997	531,451
Ending Balance	509,997	531,451	512,833

2013-14 Budgeted Revenues & Transfers: \$1.448 Billion



Resource Trends

IN THOUSANDS OF DOLLARS



Program Highlights and Narrative

As Berkeley's chief academic officer, the Executive Vice Chancellor and Provost (EVCP) oversees the campus's largest control unit, encompassing all of the schools, colleges, and academic functions. The control unit comprises roughly 30 discrete units and approximately two-thirds of the total campus budget. Total revenue and expenses in the control unit's operating budget are expected to be \$1.45 billion in 2013-14.

The EVCP has principal responsibility for planning, developing, implementing, and assessing all academic policies and programs, including faculty appointments, tenure and promotion, and attendant budgetary matters. In that capacity, the EVCP controls a separate annual budget of approximately \$40 million that is used primarily to advance three key goals, to: (1) maintain competitive funding for faculty startup and retention; (2) ensure sufficient funding for the instructional program; and (3) meet critical needs in ongoing programs and services important to the academic enterprise.

Looking ahead to 2013-14, the EVCP units will address other important strategic priorities, including the following:

Recruitment of New Deans

Beginning in the Fall of 2013, the campus will be reviewing four current deans (for renewed appointment) who are entering their fifth year as dean. We will also be initiating the search for two new deans for the Division of Mathematical and Physical Sciences in the College of Letters and Science, and for the School of Law. In addition, we will be working to ease the transition of our two newest deans who began their tenures in the College of Chemistry and the School of Public Health in July 2013.

Investment in New Programs and Initiatives

In 2009-10, the campus began the Common Good curriculum initiative to expand critical gateway courses that were needed, but sometimes unavailable, for Berkeley students to declare a major. The scope of this effort has since been broadened and expanded in each of the last several years to encompass areas in reading and composition, foreign language, mathematical and physical sciences, chemistry, the biological sciences, and now computer science. Other new initiatives that have required the investment of significant new resources are Berkeley Connect, a mentoring program aimed at building stronger and more informal connections among undergraduates, graduate students, and faculty; the Social Sciences Data Laboratory (D-Lab), a new campus-level interdisciplinary research unit; the graduate fellowship program; and the Berkeley Resource Center for Online Education (BRCOE), a vehicle launched by the campus leadership in 2012 to advise, coordinate, and facilitate all campus online education activities.

Funding for Capital Infrastructure

As part of the 2013-14 campus-wide budget process, the academic units have identified a host of capital investment needs. Several of our academic programs require capital investments to accommodate programmatic growth and change; many are constrained by extensive deferred maintenance; and some require comprehensive building rehabilitations or entire building replacement. The State of California has historically provided funds to help the campus meet these needs, but with those funds continuing to decline, Berkeley may have to chart its own course going forward. Under the campus's newly-established capital-budget framework, these proposed projects will be evaluated for funding from two central sources: the Capital Renewal program, which focuses on upgrades to core buildings and

campus infrastructure systems, and the Capital Bank, which focuses primarily on investments in existing space driven by program needs.

Implementation of the Cal Answers Curriculum Project

The Cal Answers Curriculum Project is expected to generate the kind of data needed to facilitate instructional planning in the schools and colleges. The initial Cal Answers release will provide trends across the curriculum and in-depth review by individual courses. The weekly enrollment-tracking dashboard will allow us to examine enrollment patterns, fill rates, courses at capacity, and initial information by wait lists. This overview will enable deans and chairs to adjust offerings, optimize the use of temporary academic staff (TAS), redirect resources, or request additional funding to meet the changing demand. It will also help us understand what it costs to deliver our curriculum and where resources should be deployed.

Support for Fundraising Activities

Strategic investments in fundraising could pay significant dividends over time when linked to specific goals and performance metrics. The EVCP will continue to partner with University Relations and the schools and colleges to identify new strategies and investments to improve Berkeley's fundraising performance in 2013-14 and beyond. An important first step will be to ensure that units have fully funded staffing and the administrative infrastructure required to support their fundraising plans and activities.

Support for Unit-Based Revenue-Generating Activities

New revenue streams will be required to support our core mission in the years ahead. The most significant opportunities for these will come from the schools and colleges, where new ideas and innovation are often born. In addition to our traditional part-time professional degree and self-supporting degree programs, units are exploring opportunities to establish short-term executive and international certificate programs and programs that incorporate digital and online technology. To ensure that they have the guidance and support to advance their ideas, the EVCP will collaborate with the Vice Chancellor – Administration and Finance to develop a new infrastructure for evaluating the business model and financial case for competing revenue generating ideas.

Campus Transition to Shared Services Model

As the campus moves to a new Shared Services model for its administrative functions, units will have to adapt to new levels of staffing and services. As a result of these changes, some investment in staff re-training and development may be needed to ensure that all staff have the appropriate training and skill sets.

Budget Reform

The EVCP units will continue to focus on the full implementation and adoption of the campus's budget system, CalPlanning. During the past year, units worked to improve their understanding of the data and reporting functions within the new system; build department-level, detailed budgets; and improve the quality and character of their internal budget processes. Clearly, a complete transition from our former incremental, silo-based budgeting to more strategic, all-funds budgeting is going to take several more years. But ultimately, the improved financial intelligence and reporting capabilities afforded by the new budget system will better position the campus to make optimal use of our resources, identify opportunities for cost savings, and support robust analysis of new revenue generating opportunities.

Consolidated Budget Narrative

Total revenues and expenses in the EVCP units are projected to be \$1.45 billion and \$1.41 billion respectively for 2012-13. Revenues are projected to remain steady at \$1.45 billion for 2013-14, while expenses are projected to grow by about 3%

to \$1.45 billion, driven largely by the increasing cost of retirement benefits. Employer contributions to the UC Retirement Plan will increase from 10% of eligible payroll to 12% in the year ahead and will continue to provide significant expense pressure in the future. Berkeley's academic enterprise, like the rest of the UC system at large, will have to contain other expense growth and identify new revenue streams to maintain and improve its excellence in the years ahead.

The campus is making major efforts to rebuild and renew its faculty. For 2013-14, a total of 79 new tenure-track faculty searches have been authorized for appointments in July 1, 2014. As we ramp up our faculty hiring, the schools and colleges will face the increasing funding challenge of startup costs. The EVCP has budgeted for a 36% increase in total startup funding to aid the schools and colleges in their recruiting efforts, increasing the total contribution from \$11 million in 2012-13 to \$15 million in the coming year. This contribution is expected to cover about 50% of total start-up costs. In addition, due to the long lag time between faculty recruitment and actual appointment, the schools and colleges will continue to face expense pressure resulting from their reliance on temporary academic staff (TAS). TAS needs are typically met primarily from school and college resources, including the salary savings from faculty who are on leave or engaged in administrative service to the campus. However, as total TAS expenditures grow to an anticipated \$90 million, the EVCP will increase this contribution to TAS from \$18 million in 2012-13 to \$20 million in 2013-14.



California Poppies in bloom outside Wheeler Hall – Steve Finacom / UC Berkeley © UC Regents

Chapter 5:

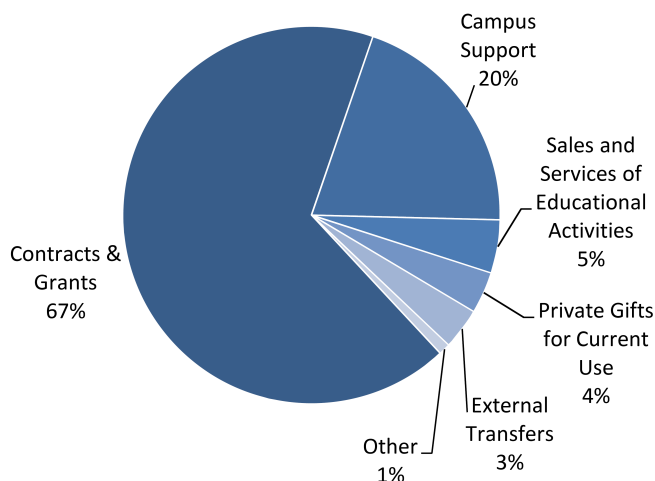
RESEARCH AND CAMPUS SUPPORT

Berkeley's mission of teaching, research, and public service is realized by EVCP (described in chapter 4), VC for Research, and other campus support (described below) that collectively serve students, faculty, and staff.

VICE CHANCELLOR RESEARCH

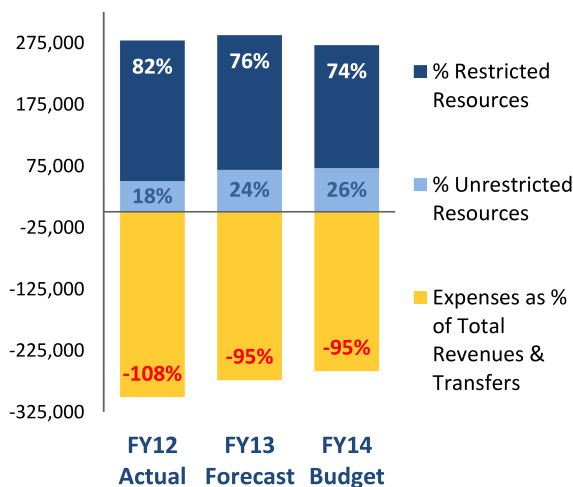
CURRENT FUNDS <i>IN THOUSANDS OF DOLLARS</i>	2011-12 Actual	2012-13 Forecast	2013-14 Operating Budget
Revenues	236,196	220,889	204,296
Operating Transfers	42,497	66,358	66,678
Total Revenues & Transfers	278,693	287,247	270,973
Compensation	138,514	141,904	123,863
Non Compensation	162,635	131,524	134,730
Total Expenses	301,149	273,429	258,594
Net Operating Surplus/(Deficit)	-22,456	13,819	12,380
Changes in Fund Balance	-461	-2,641	-2,155
Beginning Balance	85,457	62,540	73,718
Ending Balance	62,540	73,718	83,942

2013-14 Budgeted Revenues & Transfers: \$271.0 Million



Resource Trends

IN THOUSANDS OF DOLLARS



Program Highlights and Narrative

The Office of Research encompasses three major areas: 1) development and support of major new initiatives; 2) support and oversight of existing ORUs, centers, institutes, museums and field stations; and 3) research administrative support and compliance. Consistent with research providing about 30% of

the total campus budget, efforts in the coming year will focus on increasing revenue streams in various ways.

Major Research Initiatives

The Office of Research is a crucial component of the campus financial strategy. Major efforts in the coming year include exploring opportunities presented by potential development

of the Richmond Bay Campus and by redesigning and rebuilding the Intellectual Property and Industry Research Alliances (IPIRA), expanding the Bakar Fellows program, and supporting Skydeck. Two new federal initiatives will also receive coordination assistance — a brain activity mapping program and a manufacturing innovation program.

The Berkeley Research Development Office (BRDO) was established in FY13 and in its first eight months contributed to 15 submitted proposals. Three of those proposals were funded (\$29 million in total) with funding decisions for another ten proposals pending (\$54 million potential). BRDO also provided training support, including a workshop series for young faculty. BRDO's efforts are campus-wide and multi-disciplinary. With increases in the proportion of federal and philanthropic support going to large centers, this is a crucial support function for our faculty.

Funding highlights:

- \$30 million Mastercard Foundation to support students from Africa
- \$3 million Fong Chair in China Studies
- \$3 million Samsung Chair in Nanoscience (pending)

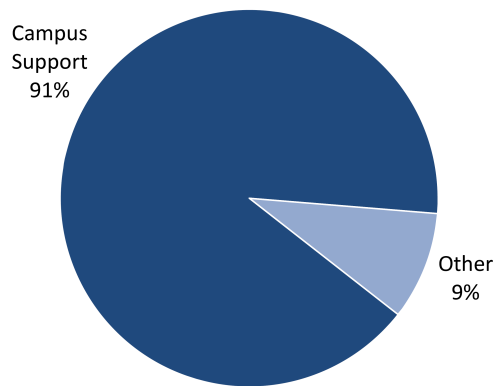
Other highlights:

- Creation of D-lab for the social sciences
- Supporting new initiative for data science across disciplines
- Assisting in creation of new nano-energy institute

CHANCELLOR

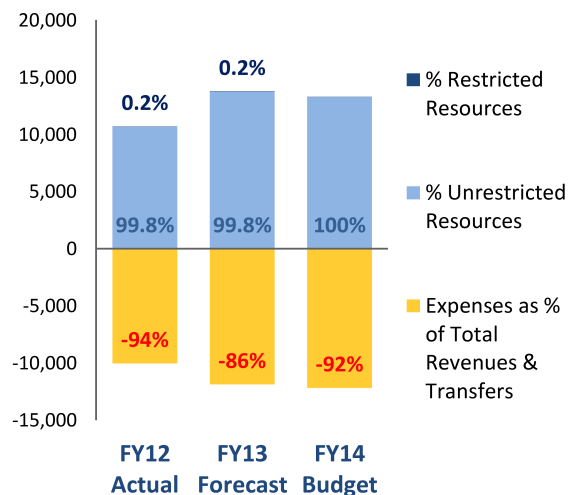
CURRENT FUNDS <i>IN THOUSANDS OF DOLLARS</i>	2011-12 Actual	2012-13 Forecast	2013-14 Operating Budget
Revenues	51	40	43
Operating Transfers	10,638	13,732	13,249
Total Revenues & Transfers	10,689	13,772	13,292
Compensation	6,703	7,601	8,342
Non Compensation	3,339	4,267	3,840
Total Expenses	10,042	11,868	12,181
Net Operating Surplus/(Deficit)	647	1,904	1,111
Changes in Fund Balance	0	-247	0
Beginning Balance	1,775	2,422	4,079
Ending Balance	2,422	4,079	5,190

2013-14 Budgeted Revenues & Transfers: \$13.3 Million



Resource Trends

IN THOUSANDS OF DOLLARS



Program Highlights and Narrative

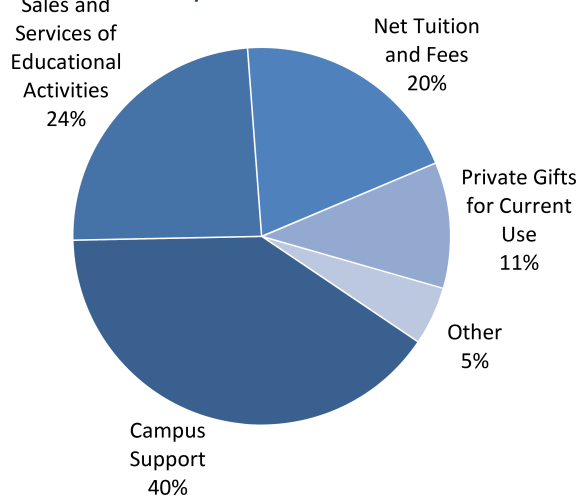
The Office of the Chancellor supports the Chancellor's leadership as Chief Executive Officer by providing administrative, organizational, communications support, and strategy development and services, to advance the Chancellor's vision, core values, and priorities for the University.

The Office of the Chancellor provides immediate support to the Chancellor as well as services to the campus at large through a number of offices that function under the auspices of the Chancellor. These include: Audit & Advisory Services, Ethics, Risk & Compliance Services, Government & Community Relations, Office of Legal Affairs, and the Staff Ombuds Office.

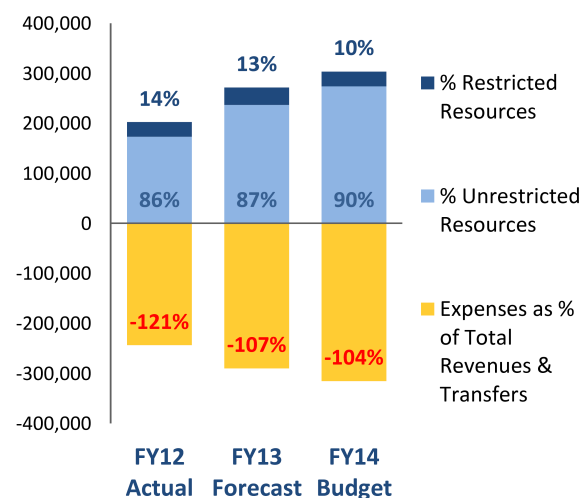
VICE CHANCELLOR ADMINISTRATION & FINANCE

CURRENT FUNDS <i>IN THOUSANDS OF DOLLARS</i>	2011-12 Actual	2012-13 Forecast	2013-14 Operating Budget
Revenues	129,659	151,072	167,167
Operating Transfers	72,686	120,357	136,346
Total Revenues & Transfers	202,345	271,429	303,513
Compensation	151,677	180,612	234,759
Non Compensation	92,271	109,663	80,792
Total Expenses	243,948	290,275	315,551
Net Operating Surplus/(Deficit)	-41,604	-18,846	-12,038
Changes in Fund Balance	-1,914	7,787	-12,605
Beginning Balance	102,713	59,195	48,135
Ending Balance	59,195	48,135	23,493

2013-14 Budgeted Revenues & Transfers: \$303.5 Million



Resource Trends *IN THOUSANDS OF DOLLARS*



Program Highlights and Narrative

The mission of the Vice Chancellor – Administration and Finance is to provide high-quality, cost-effective services that support Berkeley's mission of teaching, research, and public service while fostering a safe, engaging, and multicultural environment. It is our goal to be recognized as the leader in higher education administration. The control unit has made significant strides toward this goal with assistance from the campus in recent years.

The focused attention on administrative reforms came not a moment too soon. Years of state budget cuts and instability have presented UC Berkeley with both a serious challenge and an opportunity for meaningful change. This has required

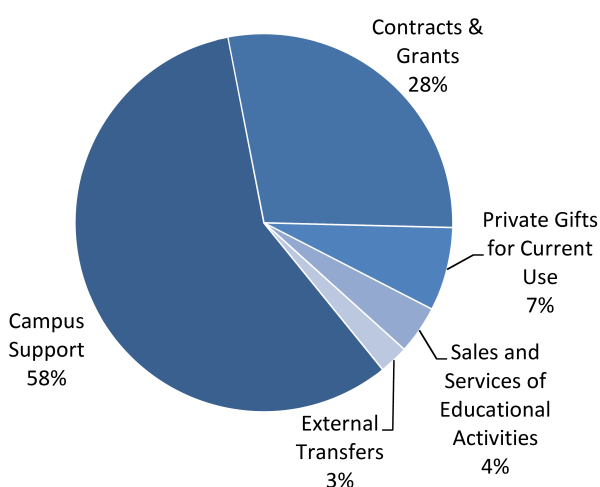
new ways of thinking and new ways to succeed in our transformed environment. The financial challenges in the years ahead will require significant reform of our administrative infrastructure to help optimize the utilization of resources and improve nimbleness in order to thrive in an increasingly dynamic financial environment.

While there remains much work to be done in this area, the payoff will be significant and potentially transformative to our ability to effectively deliver Berkeley's core mission of teaching, research, and public service. Through an ambitious suite of initiatives, primarily organized under the banner of OE, we have made significant progress toward the goal of a leaner, more responsive, and more effective organization.

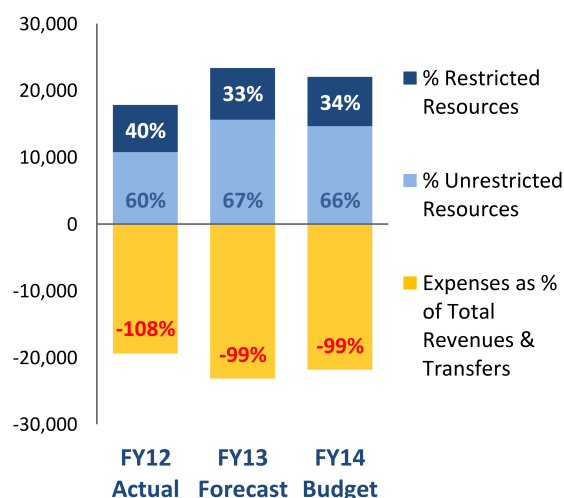
VICE CHANCELLOR EQUITY & INCLUSION

CURRENT FUNDS <i>IN THOUSANDS OF DOLLARS</i>	2011-12 Actual	2012-13 Forecast	2013-14 Operating Budget
Revenues	7,629	9,807	9,589
Operating Transfers	10,229	13,558	12,475
Total Revenues & Transfers	17,858	23,365	22,063
Compensation	14,635	18,005	16,790
Non Compensation	4,692	5,132	5,000
Total Expenses	19,327	23,137	21,790
Net Operating Surplus/(Deficit)	-1,469	228	273
Changes in Fund Balance	0	391	1
Beginning Balance	7,069	5,600	6,218
Ending Balance	5,600	6,218	6,492

2012-13 Budgeted Revenues & Transfers: \$22.1 Million



Resource Trends *IN THOUSANDS OF DOLLARS*



Program Highlights and Narrative

Founded in 2007, the Division of Equity & Inclusion (E&I) has a bold vision for the campus: to become the national leader in equity and inclusion in higher education. E&I's mission is to provide leadership and accountability to resolve systemic inequities for all members of UC Berkeley through engaged research, teaching, and public service, expanding pathways for access and success, and promoting a healthy and engaging campus climate.

E&I consists of two large subgroups: units that provide co-curricular, academic, and life advising for students in underrepresented or underserved groups, and units that

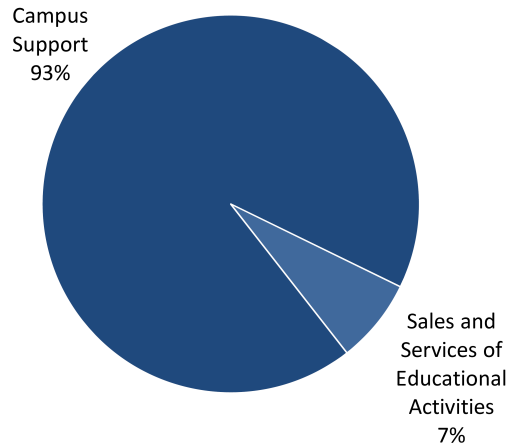
provide outreach to high schools and community colleges that help prepare students for a potential UC Berkeley (or more generally, 4-year college) entry. Smaller units focus on current and prospective graduate students, postdoctoral fellows, faculty, and staff.

E&I's reach extends beyond its organization by impacting other areas of the campus. This includes faculty research via the Haas Institute for a Fair and Inclusive Society (formerly BDRI); faculty recruitment through the faculty search progress; departmental strategic planning by incorporating diversity initiatives in the academic program review; campus climate issues; and institutional research and data analysis.

VICE CHANCELLOR FACILITIES SERVICES

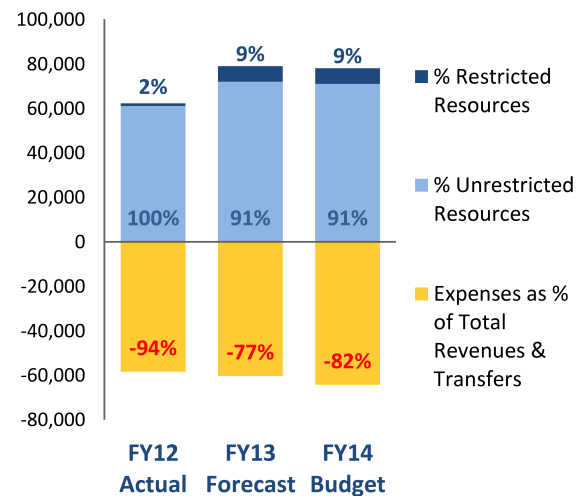
CURRENT FUNDS <i>IN THOUSANDS OF DOLLARS</i>	2011-12 Actual	2012-13 Forecast	2013-14 Operating Budget
Revenues	7,290	13,391	5,123
Operating Transfers	54,912	65,484	65,893
Total Revenues & Transfers	62,202	78,875	71,016
Compensation	41,945	43,748	46,393
Non Compensation	16,592	16,626	17,924
Total Expenses	58,536	60,374	64,318
Net Operating Surplus/(Deficit)	3,666	18,501	6,699
Changes in Fund Balance	-11	-7,588	-10,203
Beginning Balance	3,238	6,893	17,807
Ending Balance	6,893	17,807	14,303

2013-14 Budgeted Revenues & Transfers: \$71.0 Million



Resource Trends

IN THOUSANDS OF DOLLARS



Program Highlights and Narrative

Facilities Services acts responsibly as a steward of the buildings and landscapes of UC Berkeley, creating and sustaining a beautiful campus environment that furthers the mission of the University and highly values our most important resource –people. There are three main areas of service within Facilities Services:

Capital Projects manages the planning, design, construction, retrofitting, and restoration of campus buildings and their surroundings.

Physical Plant-Campus Services (PP-CS) seeks to continuously improve facilities for the campus community. To maintain a campus that is conducive to excellence in learning and research, PP-CS provides a full range of services including:

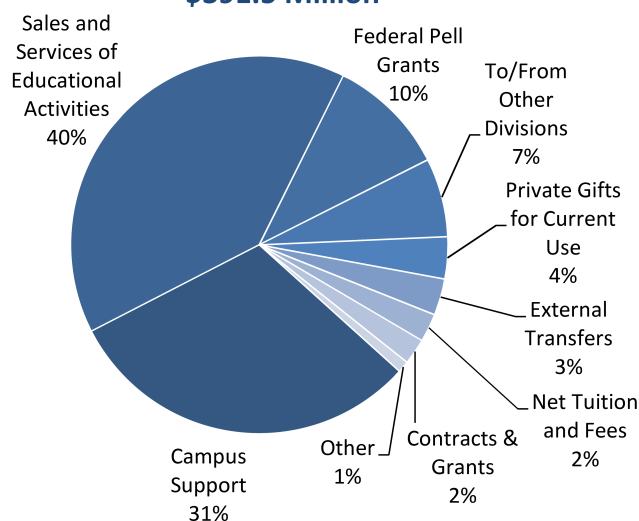
custodial and grounds support, building maintenance, pest management, recycling and refuse collection, and management of the utility infrastructure, along with the purchase and operation of energy resources. It also provides specialized engineering and technical services.

The Real Estate Services Office (RESO) is responsible for commercial real estate leasing and property management, on- and off-campus. RESO offers a full range of services to campus departments needing off-campus space or leasing out campus space, from articulating space requirements to negotiating and executing leases.

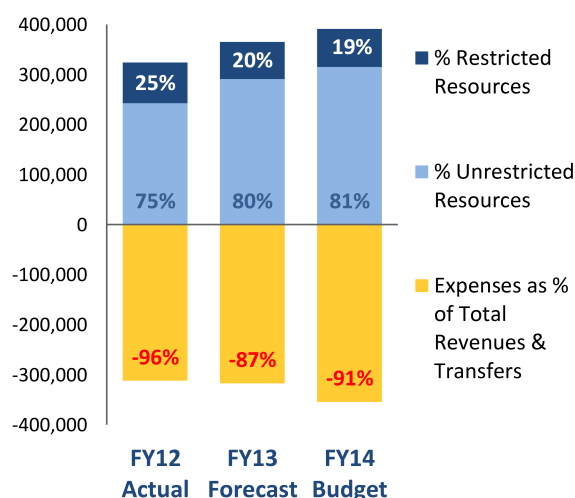
VICE CHANCELLOR STUDENT AFFAIRS

CURRENT FUNDS <i>IN THOUSANDS OF DOLLARS</i>	2011-12 Actual	2012-13 Forecast	2013-14 Operating Budget
Revenues	229,142	221,601	228,371
Operating Transfers	94,753	143,398	163,085
Total Revenues & Transfers	323,895	364,999	391,456
Compensation	99,874	109,014	118,839
Non Compensation	212,420	208,077	235,759
Total Expenses	312,294	317,091	354,598
Net Operating Surplus/(Deficit)	11,601	47,908	36,858
Changes in Fund Balance	-35	-62,061	-35,520
Beginning Balance	78,650	90,217	76,064
Ending Balance	90,217	76,064	77,401

2013-14 Budgeted Revenues & Transfers: \$391.5 Million



Resource Trends *IN THOUSANDS OF DOLLARS*



Program Highlights and Narrative

Over the past few years, Student Affairs has effectively responded to the shifting fiscal landscape while continuing to meet student needs and expectations. Last fall, the division launched a proactive strategic planning process – Dream Big 2025 - to imagine a new future-state for the “student experience” – so that this work is less reactive and more proactive. Currently, project teams are analyzing rich internal and external data sources as well as qualitative feedback from key stakeholder groups. The goal is to paint a comprehensive picture of emerging trends affecting student services and staff engagement 10-20 years out. The strategic plan will guide divisional efforts to thoughtfully plan, and intentionally invest, in organizational capabilities and capacities to meet new future requirements.

Sustaining and Innovating Priorities

- Technology**
 Stabilizing student systems is a must for the division and the campus.
- Philanthropy**
 Fundraising has been reorganized with a new directive to significantly increase philanthropic donations for undergraduate scholarships.
- First Year Experience (FYE)**
 The FYE proposal will help students navigate the myriad of campus resources in meaningful ways to impact student learning inside and outside the classroom.

Partnership with academic affairs will be essential for programmatic success.

- **Learning and Development (L&D)**

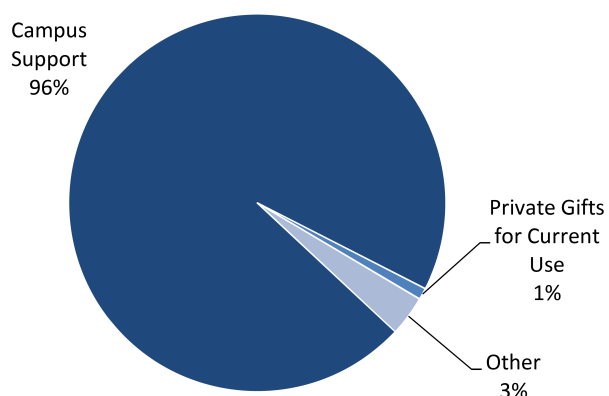
Serving an ever-changing domestic and international student population requires core functional, interpersonal, and cultural competencies. The ultimate goal is to help staff understand the centrality of the “student experience” in their daily work.

These initiatives allow the division to build and strengthen the infrastructure necessary to support a premier out-of-classroom experience. Student Affairs views the current initiatives as foundational elements necessary for long-term organizational success.

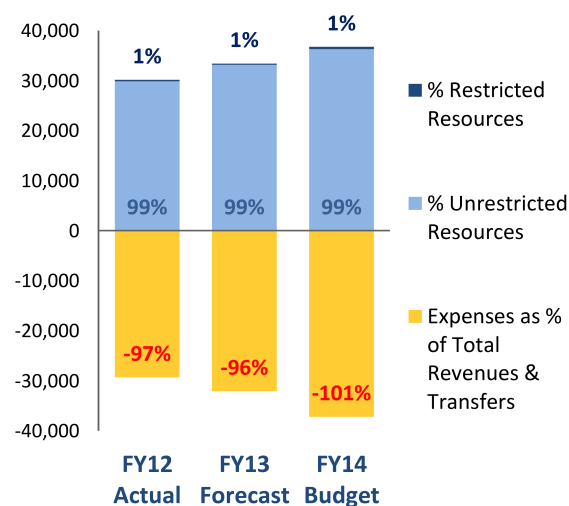
VICE CHANCELLOR UNIVERSITY RELATIONS

CURRENT FUNDS <i>IN THOUSANDS OF DOLLARS</i>	2011-12 Actual	2012-13 Forecast	2013-14 Operating Budget
Revenues	203	311	697
Operating Transfers	29,963	33,102	36,076
Total Revenues & Transfers	30,167	33,414	36,773
Compensation	22,954	25,127	28,099
Non Compensation	6,385	6,967	9,122
Total Expenses	29,339	32,094	37,221
Net Operating Surplus/(Deficit)	828	1,320	-448
Changes in Fund Balance	0	-323	0
Beginning Balance	1,892	2,720	3,716
Ending Balance	2,720	3,716	3,268

2013-14 Budgeted Revenues & Transfers: \$36.8 Million



Resource Trends *IN THOUSANDS OF DOLLARS*



Program Highlights and Narrative

The mission of University Relations is to increase support for and enhance knowledge of the University through public outreach and fundraising.

In recent years, University Relations' responsibilities for fulfilling its mission have increased greatly. The financial model for the campus has changed drastically, and the campus must plan for a financial future that does not rely on significant funding from the state. It is clear that philanthropy must play a growing role in sustaining the campus's legacy of access and excellence. University Relations is continuing its strategic focus on increasing private philanthropy to complete the \$3 billion Campaign for Berkeley in collaboration with units across the campus, and

integrating new messaging and branding across all platforms in Public Affairs and to campus partners. University Relations has also provided leadership to introduce Chancellor Dirks to key audiences nationally and internationally.

In fiscal year 2012, the campus fundraising total of \$395 million exceeded the projection of \$320 million. The campus continues to make progress towards the \$3 billion goal, and plans to complete the Campaign by December 31st.

Appendix A:

2013-14 OPERATING BUDGETS

The following pages include the 2013-14 Operating Budgets for the University of California, Berkeley campus and major divisions of the University.

U.C. Berkeley Consolidated Budget for Current Funds, 2013-14

	Total FY 2013-14		Unrestricted		Restricted		
[in thousands]	Current Funds		Unrestricted	Designated	Restricted Gift Funds	Restricted Endowments and FFEs Funds	Contracts and Grants
Revenues							
State Support	319,934		319,910	24	0	0	0
Net Tuition and Fees	667,267		633,545	33,722	0	0	0
Contracts & Grants	651,624		0	0	0	0	651,623
Private Gifts for Current Use	199,263		21,372	0	128,138	49,753	0
Investment Income	125,301		40,868	0	20	84,075	337
Sales and Services of Educational Activities	300,514		297,147	3,367	0	0	0
Nonoperating Revenue	82,245		4,345	27,400	0	0	50,500
Total Revenue	2,346,147		1,317,188	64,513	128,158	133,828	702,460
Operating Transfers	0		0	0	0	0	0
Total Revenue & Transfers	2,346,147		1,317,188	64,513	128,158	133,828	702,460
Expenses							
Total Compensation	1,457,502		1,067,402	85,315	39,806	42,701	222,279
Total Non Compensation	681,130		302,273	(51,447)	54,182	66,952	309,171
Total Expenses	2,138,632		1,369,674	33,868	93,988	109,653	531,449
Net Operating Surplus/(Deficit)	207,516		(52,487)	30,645	34,171	24,176	171,011
To/From Plant Funds	(186,983)		(120,551)	(23,203)	(27,452)	(1,254)	(14,523)
To/Fr Regents Endowment Pool	1,510		0	0	0	1,510	0
To/From All Other Fund Balance	(55,515)		126,104	(15,080)	(5,512)	(4,538)	(156,488)
Changes in Fund Balance	(240,988)		5,553	(38,284)	(32,964)	(4,282)	(171,011)
Change in Net Assets	(33,472)		(46,934)	(7,639)	1,206	19,894	0
Beginning Balance							
Ending Balance	1,020,258		595,663	35,105	252,476	137,014	0
	986,786		548,729	27,467	253,682	156,907	0

Executive Vice Chancellor & Provost (incl. all Academic Units) – Current Funds Budget, 2013-14

	Total FY 2013-14	Unrestricted		Restricted		
[in thousands]	Current Funds	Unrestricted	Designated	Restricted Gift Funds	Restricted Endowments and FFEs Funds	Contracts and Grants
Revenues						
State Support	314	314	0	0	0	0
Net Tuition and Fees	190,905	190,146	725	34	0	0
Contracts and Grants	455,320	551	0	198	41	454,530
Private Gifts for Current Use	102,920	276	0	72,678	29,419	547
Investment Income	317	(8)	0	20	70	234
Sales and Services of Educational Activities	39,120	37,498	1,572	0	50	0
Nonoperating Revenue	4,200	4,200	0	0	0	0
Total Revenue	793,096	232,978	2,298	72,930	29,581	455,311
Operating Transfers	654,522	587,367	11,904	3,045	49,895	2,311
Total Revenue & Transfers	1,447,619	820,344	14,202	75,975	79,475	457,622
Expenses						
Total Compensation	830,417	603,545	18,506	33,780	27,383	147,204
Total Non Compensation	620,589	230,902	(3,127)	36,726	52,478	303,609
Total Expenses	1,451,006	834,447	15,379	70,506	79,861	450,813
Net Operating Surplus/(Deficit)	(3,387)	(14,103)	(1,177)	5,469	(386)	6,809
To/From Plant Funds	(16,855)	(9,905)	0	(5,697)	(1,254)	0
To/Fr Regents Endowment Pool	400	0	0	0	400	0
To/From All Other Fund Balance	1,224	1,600	(79)	(513)	216	0
Changes in Fund Balance	(15,231)	(8,305)	(79)	(6,210)	(638)	0
Change in Net Assets	(18,618)	(22,407)	(1,255)	(741)	(1,024)	6,809
Beginning Balance						
Ending Balance	531,451	217,085	13,564	167,454	118,340	15,008
	512,833	194,678	12,308	166,714	117,317	21,816

Current Funds Budget, 2013-14

	Total FY 2013-14	Unrestricted		Restricted		
[in thousands]	Current Funds	Unrestricted	Designated	Restricted Gift Funds	Restricted Endowments and FFEs Funds	Contracts and Grants
Revenues						
State Support	20	20	0	0	0	0
Contracts & Grants	182,133	540	0	0	75	181,518
Private Gifts for Current Use	9,678	0	0	6,550	3,003	125
Investment Income	92	(2)	0	0	0	94
Sales and Services of Educational Activities	12,373	11,338	1,035	0	0	0
Total Revenue	204,296	11,896	1,035	6,550	3,078	181,737
Operating Transfers	66,678	57,439	906	414	7,380	539
Total Revenue & Transfers	270,973	69,335	1,941	6,964	10,458	182,275
Expenses						
Total Compensation	123,863	49,272	3,023	2,519	4,594	64,454
Total Non Compensation	134,730	14,427	(3,938)	2,768	4,658	116,815
Total Expenses	258,594	63,699	(915)	5,288	9,252	181,269
Net Operating Surplus/(Deficit)	12,380	5,635	2,856	1,676	1,206	1,006
To/From Plant Funds	(2,361)	(1,336)	(246)	244	0	(1,023)
To/From Regents Endowment Pool	(50)	0	0	0	(50)	0
To/From All Other Fund Balance	255	10	(1)	0	246	0
Changes in Fund Balance	(2,155)	(1,326)	(247)	245	196	(1,023)
Change in Net Assets	10,224	4,309	2,609	1,921	1,402	(17)
Beginning Balance	73,718	25,000	2,657	19,311	11,863	14,887
Ending Balance	83,942	29,309	5,266	21,232	13,265	14,870

Chancellor – Current Funds Budget, 2013-14

[in thousands]	Total FY 2013-14		Current Funds			
	Unrestricted		Designated		Restricted	
	Unrestricted	Designated	Restricted Gift Funds	Restricted Endowments and FFEs	Funds	Grants
Revenues						
Investment Income	0	0	0	0	0	0
Sales and Services of Educational Activities	43	0	0	0	0	0
Total Revenue	43	0	0	0	0	0
Operating Transfers	13,226	0	0	23	0	0
Total Revenue & Transfers	13,269	0	0	23	0	0
Expenses						
Total Compensation	8,342	0	0	0	0	0
Total Non Compensation	3,820	0	0	20	0	0
Total Expenses	12,162	0	0	20	0	0
Net Operating Surplus/(Deficit)	1,107	0	0	4	0	0
To/From Plant Funds	0	0	0	0	0	0
To/Fr Regents Endowment Pool	0	0	0	0	0	0
To/From All Other Fund Balance	0	0	0	0	0	0
Changes in Fund Balance	0	0	0	0	0	0
Change in Net Assets	1,111	0	0	4	0	0
Beginning Balance	4,079	1	18	34	(2)	(2)
Ending Balance	5,189	1	18	37	(2)	(2)

Vice Chancellor Administration & Finance – Current Funds Budget, 2013-14

	Total FY 2013-14	Unrestricted		Restricted		
[in thousands]	Current Funds	Unrestricted	Designated	Restricted Gift Funds	Restricted Endowments and FFEs Funds	Contracts and Grants
Revenues						
Net Tuition and Fees	60,250	60,250	0	0	0	0
Contracts & Grants	774	0	0	0	0	774
Private Gifts for Current Use	32,769	4,452	0	19,348	8,970	0
Investment Income	0	0	0	0	0	0
Sales and Services of Educational Activities	73,230	72,753	477	0	0	0
Nonoperating Revenue	145	145	0	0	0	0
Total Revenue	167,167	137,599	477	19,348	8,970	774
Operating Transfers	136,346	119,908	16,025	0	413	0
Total Revenue & Transfers	303,513	257,507	16,502	19,348	9,383	774
Expenses						
Total Compensation	234,759	191,005	33,704	121	9,378	551
Total Non Compensation	80,792	82,586	(16,504)	14,256	2	452
Total Expenses	315,551	273,591	17,200	14,377	9,380	1,003
Net Operating Surplus/(Deficit)	(12,038)	(16,085)	(698)	4,971	3	(229)
To/From Plant Funds	(22,098)	(21,552)	(546)	0	0	0
To/Fr Regents Endowment Pool	0	0	0	0	0	0
To/From All Other Fund Balance	9,494	9,494	0	0	0	0
Changes in Fund Balance	(12,605)	(12,058)	(546)	0	0	0
Change in Net Assets	(24,642)	(28,143)	(1,244)	4,971	3	(229)
Beginning Balance						
Ending Balance	48,135	29,250	9,061	9,098	427	299
	23,493	1,107	7,817	14,069	430	70

Vice Chancellor Equity & Inclusion – Current Funds Budget, 2013-14

	Total FY 2013-14	Unrestricted		Restricted		
[in thousands]	Current Funds	Unrestricted	Designated	Restricted Gift Funds	Restricted Endowments and FFEs Funds	Contracts and Grants
Revenues						
State Support	9	1	8	0	0	0
Contracts & Grants	6,863	1,181	0	250	0	5,432
Private Gifts for Current Use	1,725	29	0	1,261	215	219
Investment Income	(2)	(3)	0	0	0	1
Sales and Services of Educational Activities	994	994	0	0	0	0
Total Revenue	9,589	2,201	8	1,511	215	5,653
Operating Transfers	12,475	8,541	3,905	(77)	106	0
Total Revenue & Transfers	22,063	10,742	3,913	1,434	322	5,653
Expenses						
Total Compensation	16,790	9,620	2,338	1,037	152	3,644
Total Non Compensation	5,000	2,239	504	881	255	1,121
Total Expenses	21,790	11,859	2,841	1,919	406	4,765
Net Operating Surplus/(Deficit)	273	(1,116)	1,072	(485)	(85)	888
To/From Plant Funds	0	0	0	0	0	0
To/Fr Regents Endowment Pool	0	0	0	0	0	0
To/From All Other Fund Balance	1	0	0	1	0	0
Changes in Fund Balance	1	0	0	1	0	0
Change in Net Assets	274	(1,116)	1,072	(484)	(85)	888
Beginning Balance	6,218	3,844	836	1,836	147	(444)
Ending Balance	6,492	2,728	1,907	1,351	63	444

Vice Chancellor Facilities Services – Current Funds Budget, 2013-14

	Total FY 2013-14	Unrestricted	Restricted
[in thousands]	Current Funds		
Revenues			
Private Gifts for Current Use	1	0	0
Sales and Services of Educational Activities	5,123	0	0
Total Revenue	5,123	0	0
Operating Transfers	65,893	90	7
Total Revenue & Transfers	71,016	90	7
Expenses			
Total Compensation	46,393	18,704	0
Total Non Compensation	17,924	(18,185)	0
Total Expenses	64,318	519	0
Net Operating Surplus/(Deficit)	6,699	(429)	7
To/From Plant Funds	(10,203)	(11)	0
To/Fr Regents Endowment Pool	0	0	0
To/From All Other Fund Balance	0	0	0
Changes in Fund Balance	(10,203)	(11)	0
Change in Net Assets	(3,504)	(70)	(3,000)
Beginning Balance	17,807	9,705	132
Ending Balance	14,303	9,635	131
			19
			26
			6,997
			3,997

Vice Chancellor Student Affairs – Current Funds Budget, 2013-14

	Total FY 2013-14	Unrestricted	Restricted
(in thousands)	Current Funds		
Revenues			
Net Tuition and Fees	9,477	9,481	(4)
Contracts & Grants	8,694	200	16
Private Gifts for Current Use	14,021	12	0
Investment Income	(11)	(18)	0
Sales and Services of Educational Activities	156,189	156,176	0
Nonoperating Revenue	40,000	0	0
Total Revenue	228,371	165,851	12
Operating Transfers	163,085	135,127	14,267
Total Revenue & Transfers	391,456	300,978	14,279
Expenses			
Total Compensation	118,839	99,927	9,040
Total Non Compensation	235,759	162,063	9,792
Total Expenses	354,598	261,990	18,832
Net Operating Surplus/(Deficit)	36,858	38,987	(4,553)
To/From Plant Funds	(35,494)	(40,494)	5,000
To/Fr Regents Endowment Pool	0	0	0
To/From All Other Fund Balance	(27)	0	0
Changes in Fund Balance	(35,520)	(40,494)	5,000
Change in Net Assets	1,337	(1,506)	447
Beginning Balance	76,064	60,368	2,128
Ending Balance	77,401	58,861	2,575

Vice Chancellor University Relations – Current Funds Budget, 2013-14

	Total FY 2013-14	Unrestricted	Restricted
[in thousands]	Current Funds	Unrestricted	Designated
Revenues			
Private Gifts for Current Use	363	4	0
Investment Income	5	0	0
Sales and Services of Educational Activities	328	328	0
Total Revenue	697	332	0
Operating Transfers	36,076	35,946	7
Total Revenue & Transfers	36,773	36,279	7
Expenses			
Total Compensation	28,099	28,002	0
Total Non Compensation	9,122	9,099	12
Total Expenses	37,221	37,101	12
Net Operating Surplus/(Deficit)	(448)	(822)	(5)
To/From Plant Funds	0	0	0
To/Fr Regents Endowment Pool	0	0	0
To/From All Other Fund Balance	0	0	0
Changes in Fund Balance	0	0	0
Change in Net Assets	(448)	(822)	(5)
Beginning Balance	3,716	2,168	6
Ending Balance	3,268	1,345	0

	Restricted	Restricted Gift Funds	Restricted Endowments and FFEs Funds	Contracts and Grants
		297	62	0
		0	5	0
		0	0	0
		297	67	0
		0	123	0
		297	190	0
		97	0	0
		0	11	0
		97	11	0
		200	179	0
		0	0	0
		0	0	0
		0	0	0
		0	0	0
		200	179	0
		1,207	366	(30)
		1,408	545	(30)

Appendix B:

CAL ANSWERS ACADEMIC METRICS*

Outcomes Measures

First Year Retention	F2007	F2008	F2009	F2010	F2011	Chg in %
Freshmen	97%	97%	97%	97%	96%	-1%
Transfers	94%	95%	95%	95%	95%	1%

Graduation Rates

<u>Fall Entry Class</u>	F2002	F2003	F2004	F2005	F2006	Chg in %
Freshmen (4-Year)	64%	66%	69%	71%	71%	7%
Freshmen (5-Year)	86%	87%	89%	88%	88%	2%
Freshmen (6-Year)	90%	90%	91%	90%	91%	1%

<u>Fall Entry Class</u>	F2004	F2005	F2006	F2007	F2008	Chg in %
Transfers (2 Year)	54%	54%	57%	57%	59%	5%
Transfers (3 Year)	84%	84%	84%	87%	86%	2%
Transfers (4Year)	90%	89%	90%	91%	90%	0%

Degree Recipients	2007-08	2008-09	2009-10	2010-11	2011-12	% Chg
Bachelors	6,765	7,072	6,892	7,271	7,315	8%
Masters/Professional	2,347	2,338	2,367	2,427	2,493	6%
Doctoral	865	864	877	904	887	3%

Source: Cal Answers

* The Cal Answers appendix charts are also available on the Cal Answers website at calanswers.berkeley.edu.

Student Majors for the Fall Term

	Undergraduate						Graduate					
	F2008	F2009	F2010	F2011	F2012	% Chg	F2008	F2009	F2010	F2011	F2012	% Chg
UC Berkeley	25,151	25,530	25,540	25,885	25,774	2%	10,258	10,313	10,298	10,257	10,125	-1%
Clg of Chemistry	786	812	813	855	846	8%	489	500	464	504	521	7%
Clg of Engineering	2,888	2,973	3,052	3,122	3,158	9%	1,677	1,661	1,653	1,772	1,716	2%
Clg of Env Design	661	622	593	576	579	-12%	367	380	391	394	390	6%
Clg of Letters & Science	18,805	19,087	19,033	19,165	19,057	1%	2,998	2,969	2,957	2,882	2,816	-6%
L&S-Administered Programs	929	1,138	1,213	1,109	1,101	19%						
L&S-Arts & Humanities Div	2,013	1,973	1,876	1,796	1,731	-14%	813	805	806	779	760	-7%
L&S-Bio Sciences Div	1,258	1,275	1,249	1,265	1,151	-9%	492	502	496	480	489	-1%
L&S-Math & Phys Sci Div	606	644	714	814	977	61%	574	565	571	572	576	0%
L&S-Social Sciences Div	3,685	3,648	3,709	3,863	3,757	2%	1,123	1,100	1,088	1,058	995	-11%
L&S-Undeclared	9,651	9,725	9,605	9,628	9,754	1%						
L&S-Undergraduate Div	1,441	1,489	1,518	1,532	1,464	2%						
Clg of Natural Resources	1,667	1,689	1,708	1,819	1,774	6%	467	458	474	452	465	0%
Haas School of Business	649	691	683	688	680	5%	1,516	1,533	1,564	1,557	1,458	-4%
Grad School of Education							451	424	372	360	364	-19%
Grad School of Journalism							113	113	101	98	95	-16%
School of Information							88	98	96	97	112	27%
School of Law							1,011	1,054	1,104	1,058	1,075	6%
School of Optometry							287	298	295	299	307	7%
School of Public Health							498	538	545	479	500	0%
School of Public Policy							177	183	181	189	184	4%
School of Social Welfare							242	237	239	241	240	-1%

Note: Majors are provided as headcounts, therefore unit values if summed will be greater than campus total due to double/triple majors.

Source: Cal Answers

Course Enrollments by Level

Lower Division	2008-09	2009-10	2010-11	2011-12	2012-13	% Chg
UC Berkeley	106,523	105,058	104,124	108,342	106,583	0%
Clg of Chemistry	7,888	7,724	7,830	9,990	9,461	20%
Clg of Engineering	8,272	8,715	9,087	9,831	10,749	30%
Clg of Env Design	592	596	590	728	638	8%
Clg of Letters & Science	81,816	80,299	78,427	79,371	77,763	-5%
L&S Dean's Office	1,909	1,549	1,674	1,605	1,312	-31%
L&S-Arts & Humanities Div	21,265	21,640	21,481	21,144	19,665	-8%
L&S-Bio Sciences Div	17,880	15,896	15,709	16,235	16,676	-7%
L&S-Math & Phys Sci Div	18,732	19,234	18,725	19,876	19,242	3%
L&S-Social Sciences Div	17,637	17,648	16,116	15,931	15,816	-10%
L&S-Undergraduate Div	4,393	4,332	4,722	4,580	5,052	15%
Clg of Natural Resources	4,199	4,136	4,088	4,312	4,269	2%
Grad School of Education	1,330	1,288	1,415	1,283	1,050	-21%
Grad School of Journalism	127	118	151	120	70	-45%
Haas School of Business	1,329	1,071	1,217	1,335	1,082	-19%
I School			22	32	96	
School of Law	38	74	94	119	187	392%
School of Optometry	378	277	248	255	229	-39%
School of Public Health	381	568	682	594	769	102%
School of Public Policy	57	41	80	145	68	19%
School of Social Welfare	116	151	193	227	152	31%
Upper Division	2008-09	2009-10	2010-11	2011-12	2012-13	% Chg
UC Berkeley	116,737	120,439	120,925	121,569	121,714	4%
Clg of Chemistry	2,611	2,491	2,605	2,637	2,934	12%
Clg of Engineering	12,734	13,241	13,122	13,532	13,951	10%
Clg of Env Design	3,984	3,915	3,539	3,565	3,584	-10%
Clg of Letters & Science	74,719	76,465	75,662	74,837	74,940	0%
L&S Dean's Office	577	620	1,010	979	987	71%
L&S-Arts & Humanities Div	18,576	18,973	18,732	18,234	18,024	-3%
L&S-Bio Sciences Div	9,942	9,910	9,523	9,006	8,615	-13%
L&S-Math & Phys Sci Div	5,639	5,911	6,002	6,516	7,181	27%
L&S-Social Sciences Div	32,664	33,553	32,746	32,370	32,142	-2%
L&S-Undergraduate Div	7,321	7,498	7,649	7,732	7,991	9%
Clg of Natural Resources	6,017	6,216	6,366	6,279	6,139	2%
Grad School of Education	3,260	3,187	3,556	3,291	2,832	-13%
Grad School of Journalism	47	81	156	330	244	419%
Haas School of Business	6,626	6,987	7,819	9,016	8,930	35%
I School	146	132	113	69	90	-38%
Other EVCP Programs	59	46	31	38	41	-31%
School of Law	1,562	1,486	1,913	1,871	1,896	21%
School of Optometry		27				
School of Public Health	3,297	4,049	3,971	3,824	4,052	23%
School of Public Policy	1,031	1,369	1,389	1,488	1,288	25%
School of Social Welfare	644	747	683	792	793	23%

Course Enrollments by Level (cont.)

Graduate	2008-09	2009-10	2010-11	2011-12	2012-13	% Chg
UC Berkeley	58,771	59,642	59,863	60,399	59,101	1%
Clg of Chemistry	3,821	3,886	3,257	3,684	3,638	-5%
Clg of Engineering	5,930	5,967	5,948	6,565	6,174	4%
Clg of Env Design	1,806	2,035	2,247	2,255	2,252	25%
Clg of Letters & Science	10,977	10,781	10,263	10,190	9,418	-14%
L&S-Arts & Humanities Div	2,042	1,988	1,855	1,784	1,707	-16%
L&S-Bio Sciences Div	1,919	1,960	1,688	1,795	1,628	-15%
L&S-Math & Phys Sci Div	2,561	2,648	2,687	2,702	2,487	-3%
L&S-Social Sciences Div	4,249	4,023	3,888	3,810	3,479	-18%
L&S-Undergraduate Div	206	162	145	99	117	-43%
Clg of Natural Resources	1,442	1,440	1,562	1,426	1,597	11%
Grad School of Education	2,700	2,556	2,084	2,089	2,090	-23%
Grad School of Journalism	1,129	1,066	1,027	1,016	974	-14%
Haas School of Business	12,220	12,561	13,233	13,330	12,559	3%
I School	705	751	769	904	1,091	55%
Other EVCP Programs	76	68	74	85	90	18%
School of Law	8,893	9,342	9,627	9,386	9,633	8%
School of Optometry	2,667	2,533	2,696	2,661	2,753	3%
School of Public Health	3,293	3,582	3,844	3,452	3,410	4%
School of Public Policy	1,032	1,046	1,128	1,118	1,166	13%
School of Social Welfare	2,080	2,028	2,104	2,238	2,256	8%

Note: Data only includes primary courses for the Fall and Spring semesters.

Source: Cal Answers

