

## **Office of the President**

### **TO MEMBERS OF THE ACADEMIC AND STUDENT AFFAIRS COMMITTEE AND THE FINANCE AND CAPITAL STRATEGIES COMMITTEE:**

#### **DISCUSSION ITEM**

*For Meeting of January 18, 2023*

### **STRATEGIC CAMPUS OVERVIEW, SANTA BARBARA CAMPUS**

#### **EXECUTIVE SUMMARY**

UC Santa Barbara is a dynamic world-class research university that is committed to meeting the educational needs and personal growth of its students; nurturing the professional development of its faculty and staff; and upholding the research mission that is foundational to the campus' academic excellence. This presentation will lay out the strategic vision for the future of UC Santa Barbara. The primary focus will be the following strategic priorities:

- Next Campaign for UC Santa Barbara
- Research and Innovation
- University Housing for Faculty, Staff, and Students
- Student Success
- Excellence in Diversity, Equity, and Inclusion
- Sustainability
- Financial Modernization and Information Technology Transformation

#### **LAND ACKNOWLEDGMENT**

UC Santa Barbara respects and acknowledges the Chumash people as the traditional custodians of the land on which our university sits. We recognize and honor their past and present stewardship, as well as the significance of Native American peoples' place in the learning and research activities of our university

#### **CAMPUS OVERVIEW**

Nestled between the Pacific Ocean and the scenic Santa Ynez Mountains, UC Santa Barbara grew from an independent teachers' college founded in 1909 and joined the University of California system as its third general campus in 1944. Today, UC Santa Barbara is a premier research institution with an outstanding faculty and talented and diverse student body, distinguished by its interdisciplinary programs, commitment to innovation, and responsiveness to the needs of a multicultural and global society. Because teaching, research, and service go hand

in hand at UC Santa Barbara, students are full participants in an educational journey of discovery that stimulates independent thought, critical reasoning, and creativity.

In 1995, UC Santa Barbara was elected to the prestigious Association of American Universities (AAU), placing it in the top two percent of all colleges and universities in North America.

In 2015, UC Santa Barbara became the first member of the AAU to receive a designation as a Hispanic-Serving Institution (HSI) by the Hispanic Association of Colleges and Universities, indicating an undergraduate full-time enrollment that is at least 25 percent Hispanic. The campus also holds a designation as an Asian American and Native American Pacific Islander–Serving Institution (AANAPISI), indicating an enrollment of undergraduate students that is at least ten percent Asian American or Native American Pacific Islander.

Undergraduates at UC Santa Barbara major in one of UC Santa Barbara’s three colleges: College of Creative Studies, College of Engineering, and College of Letters and Science. The College of Letters and Science offers 90 majors and 38 minors from over 50 departments and programs as well as numerous interdisciplinary centers and research units. For graduate studies, there are more than 50 master’s degree and Ph.D. programs, including programs in the Bren School of Environmental Science and Management and the Gevirtz Graduate School of Education. Overall, UC Santa Barbara offers more than 200 majors, degrees, and credentials. Additionally, the campus is home to ten national institutes and centers, and more than 100 other research institutes and centers, where scholars from across disciplines work together to expand the frontiers of knowledge and contribute to society. UC Santa Barbara also manages seven natural reserves throughout the state.

UC Santa Barbara’s 1,240-member faculty has included six Nobel Laureates; numerous Guggenheim, Fulbright, National Endowment for the Humanities, National Endowment for the Arts, and Ford Foundation Fellows; a Pulitzer Prize and National Book Award winner; winners of the National Medal of Technology, Fields Medal, Queen Elizabeth Prize in Engineering, and Millennium Technology Prize; and scores of elected members or fellows of the American Academy of Arts and Sciences, the National Academy of Sciences, the National Academy of Engineering, the American Association for the Advancement of Science, and other leading professional associations.

UC Santa Barbara is a place where cutting-edge research and creative endeavors flourish across a wide array of disciplines and interdisciplinary fields. As such, research is fundamental to UC Santa Barbara’s mission, with extramural funding totaling \$241.5 million for fiscal year 2022, of which \$135.4 million came from direct federal, \$28.4 million from non-profit, \$44.5 million from indirect federal, and \$7.7 million from industry.

### **NEXT CAMPAIGN FOR UC SANTA BARBARA**

Philanthropic support is an ever-increasing, critical source of revenue for all campuses within the University of California system. UC Santa Barbara is no exception, and the campus has

strategically evolved its fundraising operation and outcomes over the last several years, positioning itself to embark on its next comprehensive campaign. The last campaign, *The Campaign for UC Santa Barbara*, concluded June 30, 2016, with over \$1 billion in funds raised.

Since that time, the campus has sustained its fundraising at or above \$100 million each year, including during the COVID pandemic. The campus has additionally made strategic strides in building an intentional culture of giving among its faculty, staff, students, and alumni. These efforts have included several annual UCSB Give Days as well as other alumni engagement campaigns, with a sustained focus on increasing alumni giving and participation.

There have been several transformational gifts over this same time period, including \$70 million for the acquisition of the 1,800-acre Las Varas Ranch on the Gaviota Coast, funded primarily by Charlie Munger. Just this past year the campus announced a generous commitment of \$60 million from Marc and Lynne Benioff toward the Benioff Ocean Science Laboratory program and building naming. There are also several high-level gift discussions in the pipeline that the campus expects to close in the coming years.

Many of these recent gifts, coupled with the impending commitments over the next few years, position UC Santa Barbara to launch its next comprehensive campaign. The campus expects to move into a formal silent phase of the campaign in the next year or two, and hopes to publicly launch the campaign soon afterward, pending UC Office of the President and Regental approval. Currently, the campus is projecting a \$2 billion campaign, although details are still being finalized.

The campaign will be a collective effort that will align and bring together various parts of campus toward the fulfillment of a shared set of goals and priorities. The campaign will help position the campus for a more secure future by growing the overall endowment, boosting faculty recruitment and retention, providing needed support for undergraduate and graduate students, advancing the research enterprise, and growing the physical campus through capital improvements.

## RESEARCH AND INNOVATION

UC Santa Barbara is a tier one research university, globally renowned and ranked for its impact across the disciplines. A member of the prestigious Association of American Universities, the campus is ranked seventh by *U.S. News & World Report* among the top public universities in the country, and ninth by *Times Higher Education*, a British publication, for producing Nobel Laureates in this century. UC Santa Barbara ranks as the top public university for the percentage of eligible faculty receiving National Science Foundation Early CAREER Awards over the last five years.

UC Santa Barbara has witnessed a substantial growth trend in extramural funding and innovation, signaling the campus's nationally renowned reputation for cutting-edge research. The campus's total research funding for fiscal year 2022 was \$241.5 million, receiving \$180 million

from federal sources, which represents 74.4 percent of total sponsored project awards. An intellectual powerhouse, UC Santa Barbara is known for its support of innovation in the community and beyond. The campus's innovation portfolio includes 598 active innovations and 149 active license agreements, with 59 new disclosures and 29 new license agreements in FY 2022 alone. More than 90 startups have been launched based on UC Santa Barbara technology.

UC Santa Barbara's strategic research goals include increasing extramural funding and increasing commercial adoption of UC Santa Barbara technologies. In terms of extramural funding, the campus continues to recruit top-rate faculty who can obtain large grants; the campus is diversifying its funding portfolio (e.g., pursuing more funding through corporations, private foundations, the National Science Foundation (NSF), the National Institutes of Health, the U.S. Department of Defense, and other agencies); and the campus is continuing to mentor junior faculty to improve their funding success rates. To increase commercial adoption of campus technologies, UC Santa Barbara is encouraging and supporting new startups, and has formulated a targeted program to help junior faculty attract commercial partners.

As the campus envisions its strategic research initiatives for the future, UC Santa Barbara is focusing on several areas with great potential for substantial growth and impact:

- **Quantum Science and Materials:** The Quantum Science and Materials effort is already very strong with UC Santa Barbara's physics and materials departments consistently ranked in the top ten in the nation. At UC Santa Barbara, these areas have combined to create new centers such as the first Quantum Foundry (\$25 million over five years, NSF), and the Eddleman Quantum Institute that will provide extraordinary new building space for everything from quantum theorists and cutting-edge quantum laboratory space to incubator and maker space for innovation of new quantum devices and technologies.
- **Biological Engineering and Biological Materials:** With regard to Biological Engineering and Materials, we have demonstrated strengths in bio-derived and bio-inspired research that are strongly funded in the Institute for Collaborative Biotechnologies (\$9 million per year, University Affiliated Research Center), and the NSF BioPacific Materials Innovation Platform (\$24 million over five years).
- **Coastal Science:** Coastal Science research is very strong with two NSF Long-term Ecological Research (LTER) programs—Santa Barbara Coastal and Moorea Coral Reefs—and access to four coastal or island natural reserves and the 25,000-acre Jack and Laura Dangermond Preserve. Since 2017, UC Santa Barbara has been working together with The Nature Conservancy to create a world-class research facility and environmental education programming at the Dangermond Preserve northwest of campus. This past April saw the launch of the new Point Conception Institute, a conservation research enterprise that brings together environmental scientists and research partners, including the National Aeronautics and Space Administration (NASA), to foster collaboration, technology innovation, and data science, and to boost ecosystem resilience to climate change.

Just this past September, UC Santa Barbara announced a transformative gift (\$60 million) from Marc and Lynne Benioff to establish the Benioff Ocean Science Laboratory. Campus researchers are working to improve and safeguard the health of the oceans through science and technology, such as using artificial intelligence to save whales. The laboratory has developed a near real-time detection system called Whale Safe to avert collisions between whales and ships in the Santa Barbara Channel. The tool represents one of the ways the laboratory is working to protect the ocean even as it becomes more industrialized. By collecting data from several sources, Whale Safe forecasts to ships the chances of encountering a whale. Then, it grades shipping companies on whether they actually slow down during whale migrations. The technology garnered national attention this past fall.

Together with the Bren School of Environmental Science and Management, the National Center for Ecological Analysis and Synthesis (NCEAS), a highly ranked environmental sciences department, the largest concentration of faculty engaged in environmental policy and environmental justice, and a campus-wide desire for impact on the environment, UC Santa Barbara is developing a broad multidisciplinary effort to find pathways to sustainable futures that are practical and timely. This is the basis of the campus's Sustainable Futures Institute to be housed in the Ocean Science and Education Building.

Cross-cutting all these efforts, and many others, is a strong, campus-wide desire to have an impact on environmental resilience and justice—to create new innovations and industries that would propel a sustainable economy with greater equity in its treatment of all populations.

### ***Faculty Recruitment***

The success of UC Santa Barbara's research enterprise depends on the continued excellence and diversity of the faculty. Since 2014, UC Santa Barbara has engaged in an ambitious and challenging faculty recruitment and renewal program in an effort to make up lost ground from past budget reductions and retirements, catch up with enrollment growth, and preserve departmental teaching and research strengths. UC Santa Barbara's strategic vision is based on the campus's culture of interdisciplinarity, innovation, collaboration, and entrepreneurship. The campus's recruitment plans are designed to build upon important areas of excellence, and anticipate new directions in research and teaching. The campus seeks to recruit faculty who will have a significant impact outside as well as inside their programs by foregrounding campus themes that cross disciplines, departments, colleges, and schools—such as the environment and sustainability, data science, brain science, bioengineering, health equity, social justice, global cultures, and technology, culture, and society.

Despite major challenges in funding start-up packages, and a lack of capital funds for maintenance, lab renovations, and new research facilities, UC Santa Barbara hired close to 400 new faculty over eight years. However, during this same period, the campus had over 250 retirements and separations. The campus will need an ongoing, robust faculty recruitment and renewal program, as well as adequate funds for start-up, renovations, and new research

facilities, if UC Santa Barbara is to keep up with enrollment growth and retirements and to maintain excellence of the faculty.

UC Santa Barbara's faculty renewal program offers an opportunity to increase faculty diversity with new generations of faculty. The campus has augmented efforts to recruit faculty from the UC President's Postdoctoral Faculty Recruitment Program, taking advantage of subsidies from UCOP and an outstanding pool of diverse faculty. Since 2016, the campus has made 29 offers through this program, with 22 offers accepted.

UC Santa Barbara's ability to recruit and retain outstanding faculty and preserve its international stature as a leading research university depends on the campus's ability to recruit outstanding graduate students. UC Santa Barbara's Long Range Development Plan envisioned significantly expanding the number of graduate students on campus, but the demand to increase undergraduate enrollment has made this goal more difficult. After the strike, new contracts will make graduate student instructors and researchers significantly more expensive. It is crucial that the campus receives adequate support and opportunities to increase the number of graduate students.

UC Santa Barbara's faculty recruitment efforts also depend on the development of additional subsidized faculty housing. The campus will also need to address housing needs of staff and graduate students to support the academic community and remain competitive in the decades ahead.

### **UNIVERSITY HOUSING FOR FACULTY, STAFF, AND STUDENTS**

Crucial to the recruitment and retention of world-class faculty and staff is the availability of affordable housing in proximity to campus. As UC Santa Barbara continues to build its excellent and diverse intellectual environment, housing will be critical to the campus's endeavor.

As the campus finishes construction of the final 70 units of its Ocean Walk faculty housing project, we are engaged with a development partner team to construct 540 faculty and staff housing units in its Ocean Road project. The Ocean Road workforce housing project was approved by the UC Regents at the May 2022 meeting.

This staff and faculty housing project will be transformative for the UC Santa Barbara campus, as the university integrates the much-needed housing with its neighboring community. The project will deliver 180 for-sale units—at rates significantly below current market values—and 360 rental units as well as retail space within the development to provide services for the residents. The for-sale units will be managed by a homeowner's association, and sales will be managed by the UC Santa Barbara Community Housing Association. The rental units will be managed under a long-term agreement with the development partner. We anticipate the first phase of the Ocean Road project to break ground in late 2023 and be completed by 2025.

The development will reduce commuting impacts, and provide a significant permanent resident population on campus for the first time. The housing is expected to be a major benefit on

adjacent neighborhoods, potentially transforming both the demographics and the economy of Isla Vista.

As UC Santa Barbara looks toward the future, and meeting the needs associated with the recent enrollment growth outlined in the Long Range Development Plan, affordable student housing is a priority for the campus.

The campus has been actively engaged in extensive consultation on student housing and looks forward to continued engagement and collaboration with faculty, students, staff, and the larger campus community to achieve an outcome that will address student housing needs while offering important residential services, enhancing campus diversity, and advancing UC Santa Barbara's educational mission.

UC Santa Barbara will return to the Regents later this year with updated plans for student housing.

## STUDENT SUCCESS

In its mission to advance education, research, and service, UC Santa Barbara's top priority is to provide programs and services that contribute to students' academic achievement, personal development, well-being, and success. The campus is dedicated to cultivating lifelong leaders and learners who recognize and appreciate the dignity of individuals and communities.

In the last three decades, the campus received about 16,600 applications and admitted 85 percent of applicants. At that time, the average grade point average was 3.65 and the underrepresented minorities (URM) made up about 14 percent of the student population. This fall, UC Santa Barbara received 111,000 first-year applications and admitted 26 percent of applicants. Enrolled first-year students have an average GPA of 4.29, and 31 percent are URM students, and 31 percent are first-generation college students.

Today, the campus is nationally recognized for its excellence and diversity. UC Santa Barbara is ranked seventh by *U.S. News & World Report* among the top public universities in the country and is included among institutions with the seventh highest diversity index rating. *U.S. News & World Report* also ranks the campus 15th for social mobility among national universities, and 14th among best colleges for veterans.

### ***Student Success Programs***

Since 2015, UC Santa Barbara has focused on developing and expanding student success programs, with support from UCOP, supplemental State funding for campuses with students from Local Control Funding Formula (LCFF+) schools, and federal funding that UC Santa Barbara has received since the campus' designation as a Hispanic-Serving Institution (HSI)—the first Association of American Universities (AAU) institution to receive this designation.

Programs include special mentorship programs, a transfer student center, curricular redesign, and special summer bridge programs.

Since 2015, UC Santa Barbara has raised \$38,751,202 from funding agencies, foundations, State sources, and UC sources for student success programs and related diversity initiatives. Major HSI grants include a \$3 million award from the Department of Education “Developing Hispanic-Serving Institutions” program, and a \$2.5 million award from the National Science Foundation “Field-based Undergraduate Engagement through Research, Teaching and Education” program (designed to increase diversity and inclusion in conservation and environmental science).

UC Santa Barbara expanded student success programs during and after the pandemic, using \$9 million that the campus received through the Minority-Serving Institutions Supplemental Award funding that the federal government provided as part of COVID-19 relief programs. UC Santa Barbara focused on students facing academic challenges as they returned to campus after remote education with such programs as academic peer mentoring programs to help struggling first-year students; an early alert system for students encountering academic challenges; a scholar retention program to assist students with degree completion; technology grants; and summer undergraduate scholarships, including housing subsidies, for students enrolled in special bridge and transition programs. Summer enrollment is also crucial to the campus’s ability to meet UC student full-time equivalent (FTE) targets.

Other programs that are bolstering student success include the Presidential Scholars Program; Promise Scholars Program; and Guardian Scholars Program. UC Santa Barbara welcomed more than 400 students under President Drake’s Pathway to a Debt-Free UC Initiative. The campus’s Presidential Scholars receive additional financial support and academic advising along with opportunities for academic-aligned employment and research opportunities.

The success of UC Santa Barbara’s Promise Scholars Program, supporting talented first-generation, low-income undergraduate students with guaranteed funding, is a model for other UC campuses and for the campus’ own Graduate Division. The outcomes over eight years, such as graduating students in challenging majors and sending them into top jobs and graduate programs, has attracted donor support for the program. The program is supported with intensive academic advising, which is key to supporting the students.

The UC Santa Barbara Guardian Scholars Program supports the academic and personal success of students who have been part of the foster care system. The program, generously supported by philanthropists such as the Hilton Foundation and Regent Makarechian and his wife, Barbara Makarechian, currently supports approximately 180 students. The program helps to ensure that incoming students have a smooth transition into the UC Santa Barbara community, and are provided with a network of services to enhance their educational experience. Program services include academic support, enrichment services, student advocacy, career guidance, peer networking, housing assistance, and financial aid advising.



### *Mental Health*

Student success goes beyond academic excellence. At UC Santa Barbara, the well-being of the students is the top priority. Counseling and Psychological Services (CAPS) is committed to providing timely, culturally appropriate, and effective mental health services to the diverse UC Santa Barbara student body, as well as professional consultation to faculty, staff, and families. The campus is proud to announce that among CAPS counselors, 72 percent are clinicians of color or identify with other underrepresented and marginalized populations.

The campus is focusing on equity in mental health funding to better support students with more coordinated services, including new initiatives and additional resources to support mental health, campus safety, well-being communications, and brief assessments to triage students seeking counseling. In rethinking what students need, the campus has also created a drop-in wellness space on the first floor of the Student Resource Building where students can rejuvenate during a busy day with a relaxation space, healthy snacks, charging stations, tea, and even a “soup night.”

### *Reaccreditation*

UC Santa Barbara is currently undergoing an institutional reaccreditation process through the Western Association of Schools and Colleges Senior College and University Commission (WSCUC/WASC). The campus has focused its efforts on the theme, “Designing for Access, Designing for Success,” in order to better understand obstacles to student success; the experience of URM students; the impact of rapid enrollment growth; as well as the ways in which curricular and pedagogical reform can help us improve persistence in majors, time to degree, and retention and graduation rates. Focusing on percentages of students who change majors or are placed on academic probation in their first year, and non-passing and course repeat rates, we are using quantitative and qualitative data to study systemic practices associated with access and success. This study is crucial to the campus’s ability to fulfill its responsibilities as a Minority-Serving Institution, as well as enrollment management and time-to-degree strategies.

Although UC Santa Barbara’s graduation rates are higher than the national average—75 percent of freshman entrants graduate in four years and 62 percent of transfer students graduate in their remaining two years—the campus is working to improve student retention and persistence.

Part of UC Santa Barbara’s strategy to improve graduation gap rates is a more targeted investment in Summer Sessions. In the two years prior to the pandemic, the campus has increased summer FTEs by about ten percent a year, and, when summer courses were online during the pandemic, enrollment increased. Summer enrollment declined with a return to in-person classes, but there are plans to expand online offerings and provide students with incentives to use summer to attain their degree objectives.

Campus resources including the Center for Innovative Teaching, Research, and Learning (CITRAL); the Transfer Student Center; and the Opening New Doors to Accelerating Success (ONDAS Center) –offer academically-focused support, particularly for first-generation and other

students traditionally underserved in higher education and are helping the campus improve first-year retention and graduation rates.

The campus is also planning a summer institute to help faculty with curricular and pedagogical redesign to better support student success, and adjust to potential changes in how faculty deliver instruction. Previous institutes helped faculty develop pedagogical strategies for online and hybrid instruction. UC Santa Barbara remains committed to supporting the excellence of its faculty and students in order to fulfill its mission as a public research university dedicated to research, teaching, and public service.

### ***Interactive Learning Pavilion***

Building upon UC Santa Barbara's commitment to and vision for innovative pedagogical approaches, the Interactive Learning Pavilion (ILP) is currently under construction, with occupancy anticipated for Spring 2023. The ILP is the first building dedicated to instruction on the UC Santa Barbara campus in over 50 years. This state-of-the-art building meets all the functional requirements of a contemporary instructional facility designed to support both traditional learning and innovative, active-learning, and project-based teaching pedagogies.

The ILP includes five lecture halls, three active-learning, project-based classrooms, and 20 flexible classrooms, providing approximately 2,000 seats. Lecture halls are designed with tiered floors for optimal sight lines and space efficiency and include fixed desks or work surfaces and rotating seats that allow "turn-to-team" interaction with two rows of seating per tier. This all-electric building is configured as two conjoined masses with an open air central circulation that includes two bridges, a large covered patio, pedestrian corridors, and nine staircases, providing smooth movements of students in and out of this progressive structure. Construction began in October 2020 and has remained on time and on budget.

### **EXCELLENCE IN DIVERSITY, EQUITY, AND INCLUSION**

UC Santa Barbara is the first member of the Association of American Universities to become a Hispanic-Serving Institution (HSI) and an Asian American Native American Pacific Islander-Serving Institution. *Newsweek* has ranked UC Santa Barbara the number one HSI in the country, and *The New York Times* has ranked the campus second for its commitment to economic diversity. In the most recent *U.S. News & World Report* ranking, UC Santa Barbara is included among institutions with the seventh highest diversity index rating.

As a Minority-Serving Institution, UC Santa Barbara is committed to promoting excellence through diversity and inclusiveness. The campus community, in keeping with the academic mission of the University of California to educate its residents, strives to create an environment that is welcoming for all sectors of the state's diverse population, and that is conducive to the development of each individual's highest potential. In addition, the campus upholds the principle of equal opportunity for all since equal opportunity fosters the best conditions possible for the enhancement of research, creativity, innovation, and excellence.

A new report from The Education Trust<sup>1</sup> discloses that after almost a decade of diversity efforts at the university level in the United States, “Black and Latino faculty are severely underrepresented at most public, four-year colleges and universities.” One consequence is the suppression of graduation rates, because “Black and Latino students are more likely to graduate when they have diverse faculty members who look like them and can serve as positive mentors and role models.” Another consequence is more far-reaching: “All students benefit from faculty diversity. Engaging with diverse faculty and different perspectives builds empathy, a respect for others, and creativity, and improves problem-solving skills.”

In an effort to see faculty diversity keeping pace with student diversity, UC Santa Barbara has joined the recently launched Alliance of Hispanic Serving Research Universities, a voluntary association of universities that are both Hispanic-Serving Institutions and in the top five percent of universities in the country for research. By 2030, the goal is to double the number of Hispanic doctoral students and increase by 20 percent the Hispanic professoriate.

The campus is also focused on its Benjamin Banneker Science, Technology, Engineering, the Arts and Mathematics (STEAM) Initiative to hire ten scholars whose work addresses African American perspectives on science, art, and social justice. This hiring initiative across such departments as Physics, Molecular Biology, Psychology and Brain Sciences, Media Arts and Technology, Chemistry, Environmental Science, etc. will begin a process that in subsequent years will include initiatives to hire similar clusters of faculty for programs such as Latinx Science and Indigenous Peoples Epistemologies.

The campus is also reviewing and improving the hiring and retention process for faculty through a robust training program of workshops on implicit bias racism in the hiring and retention processes on campus. The campus has also launched a Diversity Officers program of roughly 90 faculty members who are being trained in strategies to augment the number of underrepresented minority (URM) candidates in the pools of current and future faculty searches. The campus, through the Diversity, Equity, and Inclusion (DEI) office, is planning a series of interventions for retaining faculty of color, which was identified as an even bigger challenge for the campus than recruitment, according to the initial results of the 2021 Campus Climate Survey.

To enhance underrepresented faculty and student well-being and investment in UC Santa Barbara, the DEI office has created an Hispanic-Serving Institution Committee, an Asian American and Native American Pacific Islander–Serving Institutions Committee, and is exploring such committees for Indigenous, Disability, and LGBTQ+ community committees that bring together faculty, staff, and students in meaningful conversations about what they envision at UC Santa Barbara, and what could be done collectively to realize their visions. This initiative of committee formation is designed to foster discussion and innovation, and to lead to better retention of underrepresented students, faculty, and staff.

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<sup>1</sup> Faculty Diversity and Student Success Go Hand in Hand, So Why Are University Faculties So White? (November 2022). [https://edtrust.org/wp-content/uploads/2014/09/Faculty\\_Diversity\\_Report\\_FINAL-3.pdf](https://edtrust.org/wp-content/uploads/2014/09/Faculty_Diversity_Report_FINAL-3.pdf)

Student success is the campus's ultimate goal. Eliminating gaps in access to resources, and reducing alienation from rewarding majors are key factors in such success. Timely progress to graduation is the sign of whether an institution is succeeding in this mission. Governor Gavin Newsom has stated that he would give an annual five percent increase in State funding to UC campuses if they eliminate racial and other gaps between overall four-year freshman graduation rates and underrepresented groups by 2029–30 and increase by 25 percent the number of students graduating with degrees or credentials in science, technology, engineering, and mathematics (STEM) by 2026–27.

To help UC Santa Barbara meet these goals, the Banneker program plans to launch Academia, a summer bridge program for incoming admitted Black students to enhance their skills to succeed at UC Santa Barbara and graduate on time. Students will spend six weeks on campus prior to entering freshman fall courses, and they will be mentored throughout the first year of coursework. Black STEM students will be supported in identifying these faculty members to help them succeed, ultimately closing the graduation rate equity gap. Data from the first year's performance will be collected and analyzed to iterate and expand the program in subsequent years to more groups of students, once the model has been perfected.

Such efforts at the student level will be synchronized with the Benjamin Banneker cluster hire in Physics, Mathematics, Engineering, Psychology and Brain Sciences, and Environmental Science to begin a larger, more comprehensive process to transform how STEAM education takes place at UC Santa Barbara in a way that will enhance the graduation rates and the intellectual satisfaction rates of all students with their UC Santa Barbara education.

## **SUSTAINABILITY**

UC Santa Barbara aims to approach environmental issues directly and innovate solutions to improve the environment. The campus is a living laboratory, and everyone has a role to play in making the campus sustainable. UC Santa Barbara fosters a culture of sustainability through supporting campus-wide efforts, coordinating program development, and publicizing sustainability work by students, staff, and faculty.

Twenty years ago, UC Santa Barbara formed the Central Campus Sustainability Committee, which went on to become UCSB Sustainability—a collective effort to implement changes and improvements for a more sustainable future.

UC Santa Barbara has led the way in green building for universities, with 1.8 million square feet of Leadership in Energy and Environmental Design (LEED) certified facilities. Bren Hall was the first building in the nation to earn two LEED Platinum certifications, and was the first Platinum laboratory building in the country when it was built. San Clemente Graduate Student Housing project is LEED Gold certified and is the largest LEED-certified housing facility on any campus in the country.

The campus has over 6.2 megawatts of on-site solar energy, which provides approximately 15 percent of UC Santa Barbara's electrical demand. The remaining electricity demand for the main campus is met through the procurement of carbon-free electricity through the UC Clean Power Program. This has resulted in a 50 percent reduction in operational greenhouse gas emissions (July 2020 to December 2022), getting the campus one step closer to decarbonization. The campus has reduced its natural gas use intensity by more than 35 percent over the last ten years through campus energy efficiency measures.

The campus's Green Initiative Fund (TGIF) annually allocates funds to projects that increase the amount of renewable energy used on campus, increase energy efficiency, reduce water usage, and reduce the amount of waste created by the university. These innovative efforts are often student-driven, selected by a committee composed primarily of students, and entirely funded by students as well.

TGIF was overwhelmingly affirmed by UC Santa Barbara students this past spring by way of a lock-in fee, which in any given year contributes as much as \$180,000 to the fund. In June 2022, more than \$122,000 was awarded across 14 projects, all meant to make the campus more sustainable. Among the proposals were an environmental research podcast, an expanded residential composting project, and a pollinator garden, as well as projects at three of UC Santa Barbara's natural reserves. The initiatives are expected to be completed over the next year, and to yield long-term environmental benefits.

This culture of sustainability has been furthered through UC Santa Barbara's robust and active sustainability internship program, cultivating a new generation of sustainability champions (serving over 600 students since 2002). The campus has also boosted sustainability at UC Santa Barbara and beyond through partnerships with government agencies, community-based organizations, peer campuses, and other entities across the region and statewide.

## **FINANCIAL MODERNIZATION AND IT TRANSFORMATION**

### ***Financial Modernization***

The Santa Barbara campus has embarked on its Financial Management Modernization (FMM) project to adopt the UC common chart of accounts and to implement the full suite of Oracle Financials Cloud. This project represents an enormous opportunity to improve overall financial management processes and reporting on the campus, as well as retire a number of aging systems. The goal of FMM is to ensure UC Santa Barbara has the infrastructure in place to deliver high-value, reliable, and easy-to-access financial services that allow the campus to focus on its mission of teaching, research, and public service. The FFM team includes over 90 campus subject matter experts representing 20 different departments. The campus anticipates that the project will be completed in July 2024.

*Information Technology Transformation*

UC Santa Barbara recently formed Information Technology Services (ITS), an integration between Enterprise Technology Services and Student Information Systems and Technology that represents the completion of a three-year-long initiative. This integration will over time reduce complexity and duplication of processes, standardize practices and tools, build resilience for system and service support, provide growth opportunities for staff, and manage costs associated with the increasing demand for IT services. The tremendous support from staff in both IT units has made for an effective transition into one central IT organization.

Throughout this transition, ITS's efforts to support the campus' mission through the application of effective and innovative technology have continued apace. ITS provided PowerBI reporting and technical support for the COVID-19 early detection program, ensuring that UC Santa Barbara's pandemic response team could make data-driven decisions in the return to full on-campus instruction. ITS coordinated with the Office of Research to assess and address security concerns, providing researchers with secure solutions for their data (including use of the Secure Computing Research Environment) and deploying encrypted email and secure Zoom environments.

ITS has continued to refine current systems and make technology improvements that enable campus operations, including upgrades to student-facing websites like Student Health Services and Admissions Portals. Through Information Technology Services, UC Santa Barbara will continue to build upon its strategic vision to provide an environment that advances excellence in teaching, research, and public service.