

Office of the President

TO THE REGENTS OF THE UNIVERSITY OF CALIFORNIA:

DISCUSSION ITEM

For Meeting of July 21, 2022

PRESENTATION OF THE UC 2030 CAPACITY PLAN

EXECUTIVE SUMMARY

The University of California President established a working group of chancellors to identify opportunities for traditional and non-traditional enrollment growth by 2029–30 that expand inclusive access and success. The working group produced a UC 2030 Capacity Plan with two scenarios for expansion. The UC proposed plan projects growth of over 23,000 State-supported student full-time equivalents (FTE) through 2030 and is aligned with goals and proposed funding in the Compact with Governor Newsom. The UC aspirational plan projects growth of over 33,000, furthering achievement of campus goals and requiring additional funds beyond what is proposed in the Compact. Both scenarios have growth in size comparable to another UC campus but would not require the significant time or cost to construct a new campus. There are notable capital and infrastructure needs to use existing facilities effectively, enhance the use of technology, and construct new classrooms, teaching labs, and student and faculty housing.

BACKGROUND

At the September 9, 2021 Regents meeting, President Drake described the University of California’s compelling need to expand capacity through organic and strategic growth, meaning growth that aligned with campus missions and goals as well as supporting goals of the State. The President established a working group of chancellors, supported by Office of the President (UCOP) leadership and staff and other campus leaders to develop a strategy and plan of action to achieve this proposed enrollment growth over a series of meetings.

At the January 20, 2022 Regents meeting, President Drake provided an update on capacity discussions about campus strategic plans and priorities, along with traditional and non-traditional opportunities for growth, including existing and promising regional collaborations; summer session and University Extension expansion opportunities; and degree completion programs.

In spring 2022, the UC capacity working group had discussions about online curricular and program opportunities; off-campus study abroad and internship programs; progress to UC 2030 timely graduation goals; and efforts to expand UC’s reach to underserved regions of the state.

Campuses projected 2030 enrollment growth goals, traditional and nontraditional ways to support that growth, and resources needed to expand inclusive access and success. Based on discussions to date, there is not a one-size-fits-all solution; rather, each campus identified different ways to expand capacity given their unique opportunities and local challenges.

The Building UC 2030 Capacity report summarizes this information, including content obtained from experts at each UC campus, environmental scanning on other postsecondary institutions, and new institutional data. For example, the discussion on degree completion programs included an inventory of existing UC campus re-entry programs. It was also informed by UCOP's Institutional Research and Academic Planning (IRAP) survey of UC undergraduate non-completers to assess the interest and obstacles to getting a bachelor's degree and also information on other university degree completion programs. Content like this supported discussions between the President, Chancellors, and UC leadership about opportunities to expand access. UC Chancellors then submitted growth scenarios, including the necessary programs and support needed to ensure inclusive access and success. This information served as the basis of the UC 2030 Capacity Plan that the President and chancellors will present the July 2022 Board meeting.

UC 2030 CAPACITY PLAN

The UC 2030 Capacity Plan presents two enrollment and investment strategies, along with UC's approach to address California's needs and its role as California's public research university system. To succeed, the University must grow its faculty and graduate students as it expands access to undergraduates, and all UC populations must reflect and tap the talent of California's diversity (e.g. geographic and racial diversity). The Plan features campus highlights with more detailed campus summaries and state-supported enrollment strategies in the appendices.

Highlights from the UC 2030 Capacity Plan are presented below, with the full plan and background materials attached at the end of this written item.

Enrollment Strategies

The University of California has developed two enrollment scenarios:

- UC *proposed* plan projects growth of over 23,000 State-supported student full-time equivalents (FTE) and is aligned with goals and proposed funding projected in the Compact with the Governor
- UC *aspirational* plan projects growth of over 33,000 State-supported student FTE and furthers goals identified within the Compact, requiring additional funds beyond funding in the UC *proposed* plan

State-supported enrollment growth under either scenario is equivalent to growing the size of another UC campus, but without the substantial time or investments needed to build another campus. For example, planning for UC Merced originated in a 1988 decision by the UC Board of Regents. Today, 34 years later, the campus enrolls approximately 9,100 students, or 40 percent of growth in the proposed plan and just over 25 percent of growth in the aspirational plan. This approach would also not require the substantial cost to construct a new campus, but there are

significant capital needs to use existing facilities effectively and construct new classrooms, teaching laboratories, and housing necessary to support enrollment growth. Investment strategies are described in more detail at the end of this UC 2030 Capacity Plan.

	2020-21	UC proposed plan		UC aspirational plan		Difference
	baseline	2030	Growth	2030	Growth	Growth
State-supported FTE						
UG CA residents	200,076	214,306	14,230	218,656	20,255	6,025
direct NR swap		2,825	2,825	2,825	2,825	-
UG CA total	200,076	217,131	17,055	223,156	23,080	6,025
Graduate	46,608	52,608	6,000	56,788	10,180	4,180
Total State-Supported	246,684	269,739	23,055	279,944	33,260	10,205
Other student FTE						
UG nonresidents	35,866	35,590	(276)	35,724	(142)	134
Self-supporting grad	9,510	16,089	6,579	16,089	6,579	-
Total other	45,376	51,679	6,303	51,813	6,437	134
Grand total	292,060	321,418	29,358	331,757	39,697	10,339

Note: The University is proposing an overall decline in nonresident students, along with a growth in self-supporting graduate students. This UC Capacity Plan focuses on State-supported student growth.

State-supported enrollment growth strategies vary by campus:

- UC Merced and UC Riverside propose between 30 and 35 percent of the proposed or aspirational undergraduate enrollment growth
- UC Berkeley, UCLA, and UC San Diego propose more than half or half the growth, with growth dependent on the state funding the swap of nonresidents for California residents
- All UC undergraduate campuses will expand capacity by improving timely graduation and eliminating equity gaps and through summer, online, and off-campus opportunities
- All UC campuses propose to grow graduate students to meet state workforce needs, expand research capacity, support undergraduate learning, and grow and diversify future researchers and professoriate

The University, particularly at campuses that are approaching long range development plan enrollment targets, will primarily expand capacity through enrollment growth strategies that will not increase the on-campus population such as increasing summer enrollment or other non-traditional growth strategies such as online or off-campus enrollment.

Addressing California's Needs

The University can grow, but it needs to focus on intentional growth to advance inclusive access and success and support critical needs of the State, including those identified in the Recover with Equity report and institutionalized within UC's Compact with the Governor. The UC 2030 Capacity Plan describes how the University plans to support California by:

- Increasing degree attainment, including achieving 2030 equity goals in graduation rates and implementing a pilot bachelor degree completion program
- Reflecting California’s racial/ethnic diversity across its undergraduate and graduate student and faculty populations
- Supporting underserved regions, including the Inland Empire and San Joaquin Valley
- Meeting workforce demand, particularly in education, technology, and health care

Investment Strategies

The University of California has developed two enrollment scenarios. Under the UC proposed plan, the University would seek around \$324 million to expand access for over 23,000 State-supported students, specifically California residents (and including the swap of nonresidents at UC Berkeley, UCLA, and UC San Diego). This funding is consistent with what has been proposed in the UC Compact with the Governor and supports UC’s core operational needs associated with offering additional instruction and student services. Under the UC aspirational plan, which would add another 10,205 State-supported students, the University would seek an additional \$114 million in state support for enrollment growth.

This operational support would be devoted to the instructional costs of additional students and would also need to cover three major areas:

- Growth and diversification of research faculty, including startup costs
- Graduate growth and diversity, including financial aid and other means to achieve UC grow our own goals to increase the proportion of Ph.D. students coming from more diverse backgrounds
- Improvements in timely graduation rates and narrowing equity gaps, supported by expansion of student services (e.g., summer bridge and advising) and effective online and in-person courses

In addition, the University has a significant capital need. To support UC’s current student body, the University needs significant capital investment to address deferred maintenance and seismic issues, to effectively and efficiently use existing facilities, and to expand student and faculty housing.

The proposed plan includes enrollment growth of over 23,000, a campus between the size of UC Santa Cruz and UC Santa Barbara, and the aspirational plan includes growth of over 33,000, a campus the size of UC Irvine. Building on and investing in existing UC campuses would be more timely and efficient. As referenced earlier, the planning for UC Merced began 34 years ago and the campus currently enrolls about 40 percent of UC’s proposed growth and just over 25 percent of UC’s aspirational growth. While this approach would not require the significant cost to build a new campus, existing UC campuses have significant capital need to support instruction and research facilities and student and faculty housing.

In the latest Capital Financial Plan (2021–27), UC outlined a need for deferred maintenance, seismic, general education and research capital of \$45 billion, and had identified funding for roughly \$10 billion. Under the UC proposed plan, the University would seek \$7 billion in either

one-time funds and/or General Obligation (GO) bond support from the State and would identify another \$9.5 billion to meet capital needs. Under the UC aspirational plan, the University would seek an additional \$2 billion from the State and then raise another \$3.5 billion.

UC Capacity Investment Strategies

Dollars in Millions (\$M)

State-Supported Enrollment	Proposed Growth	Aspirational Growth	Difference
CA resident enrollment growth	\$159	\$227	\$68
Nonresident swap	\$97	\$97	
Graduate growth	\$67	\$114	\$47
TOTAL	\$324	\$438	\$114

Capital Investments	Proposed Growth	Aspirational Growth	Difference
State support (one-time/GO bond)	\$7,000	\$9,000	\$2,000
<i>University funds</i>	<i>\$9,500</i>	<i>\$13,000</i>	<i>\$3,500</i>
	\$16,500	\$22,000	\$5,500

KEY TO ACRONYMS

GO	General Obligation
IRAP	Institutional Research & Academic Planning
UC	University of California
UCOP	UC Office of the President

ATTACHMENTS

[Attachment 1: Building UC 2030 Capacity background report](#)

[Attachment 2: UC 2030 Capacity Plan](#)