

**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 March 15, 2023*

### **STRATEGIC CAMPUS OVERVIEW, IRVINE CAMPUS**

#### **EXECUTIVE SUMMARY**

In 1965, the University of California, Irvine was founded with a mission to catalyze the community and enhance lives through rigorous academics, cutting-edge research, and dedicated public service. UCI's visionary founders looked out across the empty rolling hills of the Irvine Ranch and saw a great public research university teaching California's most promising students, driving economic growth and technical innovation, and inspiring and leading the development of one of the most vibrant and thriving regions in the nation.

The intervening decades have seen tremendous growth and the rapid ascendancy of UC Irvine to the top tier of public research universities. By the fall of 2021, UCI had over 37,000 students, 1,500 ladder-rank faculty, and 15,000 full-time staff. The same bold spirit that animated its founders inspires the campus today, and on the following pages, you will learn more about how UC Irvine will expand opportunity, advance health and wellness, increase knowledge and insight, and make a better world.

#### **UCI OVERVIEW**

Recognized by *The New York Times* as the college doing the most for the American dream, UCI is a center for high-quality education that fosters passionate, enthusiastic, and ongoing expansion of knowledge and approaches to scholarship. It is consistently recognized as a trailblazer in a broad range of fields, garnering national and international honors in every school. The campus' diverse academic offerings, paired with world-class leadership, create an environment worthy of any dedicated scholar.

UCI's instruction and research programs focus on fundamental areas of knowledge and, at the same time, provide for interdisciplinary and professional study through its unique school structure:

- Claire Trevor School of the Arts
- School of Biological Sciences
- The Paul Merage School of Business
- School of Education
- The Henry Samueli School of Engineering
- School of Humanities
- Donald Bren School of Information and Computer Sciences
- School of Law
- School of Physical Sciences
- School of Social Ecology
- School of Social Sciences
- Susan and Henry Samueli College of Health Sciences
  - School of Medicine
  - Sue and Bill Gross School of Nursing
  - School of Pharmacy and Pharmaceutical Sciences
  - Program in Public Health

An important aspect of UCI's educational approach is the emphasis placed on student involvement in research, independent study, and the creative process as complements to classroom study. Independent research in laboratories, field study, and participation in writing workshops and arts productions are elements of the UCI experience. Many departments integrate into the curriculum special programs and courses that involve students in original research and creative activities.

UCI provides an inclusive atmosphere conducive to pursuing creative work and scholarship at all levels, to exploring the accumulated knowledge of humanity, and to developing new knowledge through basic and applied research. Along with these objectives, UCI has a deep commitment to inclusive excellence, with a diverse student population (UCI is both a Hispanic-Serving Institution and an Asian American and Native American Pacific Islander-Serving Institution) and institutional programs to support its diverse student population (the DECADE program) and faculty (the Office of Inclusive Excellence). UCI is also dedicated to public service. The campus generates research expertise that it applies to regional, national, and global challenges and engages in humanistic inquiry to address societal problems.

### **Growth With Impact**

Since 2014, UC Irvine has realized incredible growth across the enterprise, driven by a strategic focus on initiatives that make a difference. UCI's strategic commitment to increasing its capacity to improve lives is highlighted by the campus' expansion of student success resources, research expenditures, faculty investment, student facilities, and the health enterprise. More specific information about growth in each of these areas is provided below under the relevant heading.

In 2017, *The New York Times* named UC Irvine the number one college doing the most for the American dream, and in 2019, *Money* magazine named UCI number one on its annual list of the nation's "Best Colleges," the first public university to claim the top spot. These rankings

acknowledge UCI's continued commitment to providing accessible, high-quality education and fostering alumni success. The campus scored well across the board but especially in measures of low-income and Pell Grant enrollment and favorable graduate outcomes, reflecting UCI's role in advancing social mobility and enabling achievement of the American dream.

Among other notable accolades, UC Irvine has consistently ranked as a top ten public university (*U.S. News & World Report*) and is number three in the nation for diversity (*Wall Street Journal/Times Higher Education*). In addition, UCI has been in the top ten in *Sierra* magazine's "Cool Schools" listing of sustainability leaders for an unmatched 12 straight years, with four first-place finishes.

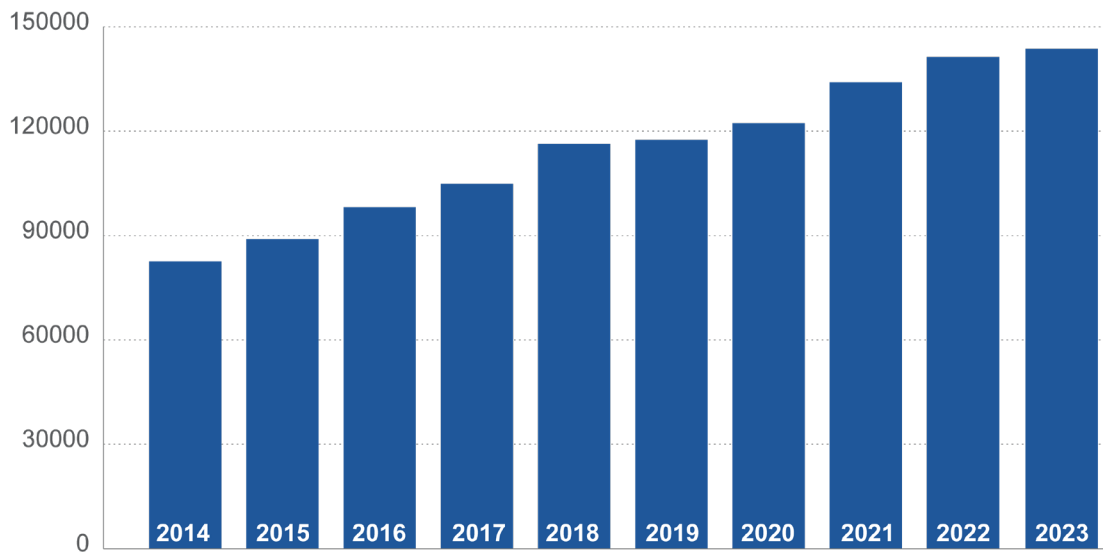
### **SERVING STUDENTS**

UC Irvine prides itself on the work it has done to advance the American dream. This section describes the growth in applications to UCI and in its student population. This is followed by a discussion of some challenges the campus is facing in its capacity to meet student demand and in achievement gaps for some student populations, as well as the strategies undertaken to address them.

#### **Growing Demand and a Growing Population**

Since 2014, overall applications to UCI have increased by nearly 70 percent. For four consecutive years, UCI has been the top choice for in-state, first-generation students among all UC campuses. With over 143,000 applications for fall 2023, UC Irvine set a new campus record and continued to solidify its position as one of the top five most desired schools in the country.

A total of 121,074 aspiring freshmen applied for fall 2023 admittance to UCI, an increase of nearly 2,000 more than the preceding year. Another 22,087 applications came from transfer students, the second-highest number among the nine UC undergraduate campuses. And 45 percent of California-resident applications came from students who would be part of the first generation in their families to attend college. Further, the Irvine campus was number two in the UC system for in-state applications from both underrepresented minorities and low-income students. In addition to receiving the second-most applications of all UC campuses from first-year, underrepresented minority California residents (37,192), UCI was the top in-state UC choice for Asian American first-year (33,164) and transfer students (6,497), UCI was second for Chicano/Latino first-years (31,842) and transfers (4,957) and second for African American transfers (943).



*Fig. 1 Since 2014, applications to UCI have increased by 70 percent.*

UCI, which aspires to be a national leader and global model of inclusive excellence, has been federally designated as both a Hispanic-Serving Institution and an Asian American and Native American Pacific Islander-Serving Institution.

From 2014-22, UCI enrolled 41,684 California-resident freshmen, which ranks second in the UC system. UCI generally averaged eight percentage points more than the UC system on first-generation undergraduate enrollment between 2014 and 2022. In the same period, UCI averaged four percentage points more than the UC system for Pell Grant recipients.

### **Capacity to Meet Student Demand**

While UCI is honored and privileged to receive such a large number of applicants from talented and highly motivated students, like other campuses, it is not able to accommodate enrollment for all qualified students. This is because the University must manage capacity to ensure academic success and the quality of the academic experience. UCI's enrollment capacity is set relative to a standardized UC systemwide practice in which each campus submits a rolling four-year enrollment plan. This long-range enrollment plan (LREP) is informed by systemwide targets and strategic enrollment objectives, as well as anticipated state budget allocations and any local regulations on growth.

On a practical level, UCI's LREP must consider available resources to meet the University's mission. Planned enrollment growth requires concomitant expansion of instructional, administrative, housing, and student support resources – e.g., advising, mental health services, and financial aid – to meet the needs of a diverse population. Instructional resources, for example, are finite. There must be enough faculty, staff, advisors, laboratories, classrooms, etc., to meet the demands of a world-class research institution and students' academic experience. UCI has received more than 143,000 total applications (freshman and transfer) for the fall 2023 enrollment cycle. Over 57 percent of those applicants applied to just ten majors among UCI's 83, seven of which are

in STEM and related fields (e.g., psychology and business administration). The campus must cap enrollment in these majors to manage laboratory availability and appropriate faculty-to-student ratios.

Faculty-to-student ratios are especially critical in STEM fields that have “gateway” courses and laboratory requirements. If these ratios are not kept in careful balance, students will face difficulty accessing required courses, which in turn can impact retention and slow time to degree. Moreover, students’ direct access to faculty would be limited, which could result in a reduced educational experience and create impediments in obtaining recommendations and other support for graduate study, internships, and job placements.

The campus also must consider the availability of on-campus housing. Access to affordable housing is a must for students, a third of whom are low-income. Any growth in student housing is subject to a number of local constraints, including environmental regulations, available land, and fiscal resources. UCI is located in one of the highest cost-of-living regions in the country. Its ability to serve and realize students’ potential depends on their physical and mental well-being.

While it is true that scores of deserving and qualified students would benefit from all UC Irvine has to offer, exceeding capacity would impede UCI’s mission to educate the best and brightest and achieve new heights of excellence and social impact. The campus continues to innovate and think creatively of ways to grow capacity to serve additional students.

### **Achievement Gaps in Student Outcomes**

UCI has made outstanding progress in expanding the student body, making it a first-choice campus for students, and fostering excellence in teaching and learning. The campus’ investment in utilizing modern technological tools has created a highly effective learning environment, ensuring that UCI’s educational opportunities are an engine for social mobility, impact, and innovation. UCI students are incredibly successful; the four-year graduation rate for the most recent cohort (entering 2018-19) was 73.5 percent, the highest ever. The six-year graduation rate for the 2016-17 cohort was 86.6 percent.

Despite these successes, UCI recognizes that it must continue its commitment to elevating the UCI student experience. In their first quarter, underrepresented minority students are 46 percent more likely to end up on academic probation, with low-income students 16 percent more likely, and first-generation students nine percent more likely. Low-income and underrepresented minority students experience significant gaps in time to graduation, with significant drops in the likelihood of graduation by the seventh year. To support the upward trajectory of six-year graduation rates, the campus must leverage data to truly target students in need.

UCI research teams are better understanding the challenges and causes of the gaps and are already developing interventions. The following strategic priorities have been identified as opportunities to close achievement gaps:

- Diversify pedagogical options for students who seek a balance between traditional in-person instruction and high-quality online, distance learning, or technology-enhanced educational opportunities.
- Establish national leadership in the research and practice of data-informed student success by building on the Mellon Foundation-funded UCI Measuring Undergraduate Success Trajectories (UCI-MUST) project, the Comprehensive Analytics for Student Success (COMPASS) initiative, and other resources in order to further improve overall student outcomes and eliminate achievement gaps among various cohorts of students. See the next section for additional details.
- Develop high-quality, universally designed, innovative technologies that will enhance academic advisement, student engagement, and student support services, including holistic student support and career pathways.

### **Data-Driven Student Success**

UCI has developed a robust infrastructure that leverages research, data analytics structures available to UCI staff and academic leadership, and implementation of policy and course-level changes to ensure that all students thrive.

In 2021, UCI developed a course outcome measure to look at student success at the individual course level to identify courses with equitable outcomes. Leveraging these courses, the campus was able to identify best practices in course policies that correlate with equitable outcomes. In spring 2022, the UCI Division of Teaching Excellence and Innovation hosted a “Syllabus Institute” that provided instructor training. The work produced the paper “[Identifying Systemic Inequity in Higher Education and Opportunities for Improvement](#),” published in the journal *PLOS ONE*, and one additional paper is under review. This is an example of how the University’s research mission feeds directly into implementation and enhanced programming. The work described here is a collaboration among staff in the Division of Teaching Excellence and Innovation, UCI-MUST, professors of teaching, and UCI’s technology organization now institutionalized within the Postsecondary Education Research and Implementation Institute. Academic administrators now have access to a report that assesses course-level outcomes in their school or department to promote best practices and identify key courses to target for closing gaps.

At the policy level, this analysis, working with data from the student information system and UCI-MUST, identified a small number of current academic policies that present a significant barrier to student retention and graduation. UCI’s Academic Senate Council on Educational Policy is currently reviewing proposed policy changes that this research has suggested that, when combined with appropriate advising, could increase graduation rates by at least five percentage points over the next five years – and by even more for underrepresented minority, low-income, and first-generation students.

The Office of Enrollment Management has developed a dynamic set of analytical tools that leverage a range of operational enrollment and student services data to help academic units develop strategies that support equity and access, early alerts, course planning, and advising. The enrollment management analytics team has partnered with units across campus to help improve

student outcomes. For example, Enrollment Management Analytics (EMA) partnered with Summer Session to strategically leverage summer courses, especially online courses. Using data provided by EMA, the campus is able to target student success scholarships and other proactive interventions designed to promote enrollment in key summer courses and ensure that the right courses are being offered by academic units.

UCI is currently developing a student belonging report and an active learning report (through research within UCI-MUST) for academic leaders to combine with the course outcome reports to identify areas for improvement. This will build on the success of UCI's Active Learning Institute and the hiring of a health and wellness pedagogical expert to allow schools and departments to engage in a strategic way with faculty to guarantee implementation of best practices to increase student success in the classroom. The impact of these programs will be monitored with the course outcome reports to ensure that outcome gaps are being reduced.

UCI realizes it has a unique competitive position building upon the diversity of its student population, and the combination of deep research insights and institutional capabilities around data to develop a comprehensive student success initiative that aspires to create a set of exemplary strategies, tools, and approaches as a model for how colleges and universities can improve institutional performance and advance educational equity for the diverse students they increasingly serve.

UCI's direction is reinforced by the recently released Boyer 2030 Commission report, published by the Association for Undergraduate Education at Research Universities, that calls upon research universities to not choose equity *or* excellence, but rather choose equity *and* excellence. Furthermore, it is clear that top-flight universities need to transform their thinking, policies, and behavior to support every student in their path to success instead of thinking of their role as needing to "weed students out."

### **Black Thriving Initiative**

Launched in summer 2020 in response to the killing of George Floyd, UCI's Black Thriving Initiative is a whole-university response aimed at mobilizing the entire University to promote Black student success, degree completion, and advancement in academic programs, with a goal of making UCI a first choice for Black students.

The Black Thriving Initiative has prioritized hiring faculty and staff who are paving new paths for research and creative expression, teaching and learning, and community engagement; generating interdisciplinary collaboration; and manifesting UCI's commitment to diversity, equity, and inclusion. The initiative oversees innovative hiring practices, including the Inclusive Excellence Term Chairs Program and the UCI Black Thriving Initiative Faculty Cluster Hiring Program, which last year announced funding for a proposal focused on environmental health disparities. In the current year, additional clusters in the areas of poetic justice and equitable infrastructure have begun recruiting for new faculty.

The Black Thriving Initiative's outward-facing platform is to engage with Black communities by linking the future of UCI to the success of Black people. This longer-term strategy involves fortifying relationships with Black organizations; working with Black alumni; elevating awareness of UCI's commitment to a thriving culture throughout the state and across the country; and investing in student, staff, and faculty success.

### **UCI-OC Alliance**

UCI announced the formation of the UCI-OC Alliance, an initiative of the UCI Foundation board, in fall 2022. The community alliance is a University-driven engagement strategy to advance UCI as a Latino-thriving institution. The alliance connects local leaders and businesses with UCI to enhance the experience of Latino/a students and serves to enhance the relationship of Latino community leaders with the University through communication, collaboration, and engagement with the UCI administration and support groups, as well as participation in and active support of Latino events and programs on campus.

A tangible product of the UCI-OC Alliance is the creation of the Latinx Resources Database, cataloging the more than 130 services, programs, and resources at UCI dedicated to enhancing the Latino experience, including outreach efforts, academic initiatives, and retention programs. The database is available to anyone: students, faculty looking to work with other faculty, community members looking to engage and support, city government, and K-12 students and their families. The UCI-OC Alliance has already raised \$410,000 in scholarship funds and created dozens of new internships and will play a critical role in supporting UCI's aspiration to further its Hispanic-serving status by doubling the number of Hispanic and Latino doctoral students and growing the number of Latino faculty members by 20 percent by 2030.

### **Student Mental Health**

Recent national headlines have drawn more attention to college student mental health, particularly in light of the COVID-19 pandemic, racial reckonings, and high-profile national and global developments. Students are also deeply affected by the social determinants of health, including discrimination, economic instability, food insecurity, and exposure to family or community violence as children. Students at UCI, coming from all over the world, mirror national trends, with colleges and universities reporting increased levels of acuity of student mental health concerns compared to previous years. Significant trends have been noted by Counseling Center personnel, who report that the top-presenting concerns are stress, anxiety, and depression.

The number of students reporting suicidal ideation upon their first contact with the Counseling Center has held steady over the years at seven to eight percent. The campus is committed to increasing awareness of support, both programmatically and environmentally. State Equity in Mental Health funding has enabled the creation of more resources to support vulnerable students, and the campus is engaging in a study of physical suicide mitigation measures, which includes reviewing access to tall buildings and structures. Additionally, UCI is partnering with Be Well OC, which is prepared to mount a mobile crisis unit on campus.

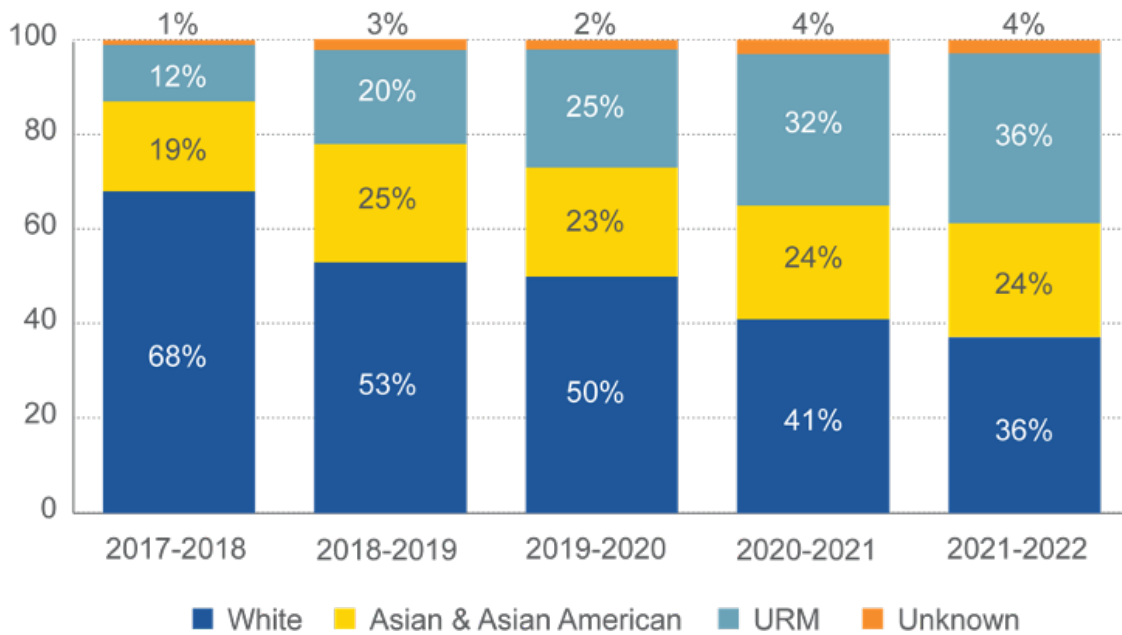
The pandemic has increased awareness for students that mental health can be an important part of their academic success. To meet their needs, UCI is continuing to offer both virtual and in-person student mental health services; it conducts frequent campus trainings on suicide prevention, mental health first aid, bystander intervention, and working with students in distress; and it offers a wide variety of access points for care, including single-session therapy, online resources, therapy groups, and a vetted network of outpatient psychotherapy resources. Most students who have the student health insurance plan can access outside psychotherapists with a no co-pay.

At UCI, the student mental health team is proud to provide first-class care to a generation of students who have exhibited remarkable resilience in the face of numerous personal, national, and global stressors. Moving forward, the biggest challenge is the recruitment and retention of clinical staff with expertise in serving diverse communities.

**FACULTY AND RESEARCH**

**Faculty Hiring and Diversity**

From 2014-22, total Senate faculty count increased by 25 percent from just over 1,200 to nearly 1,500. Effective use of focused hiring programs has contributed to the increased racial and ethnic diversity of incoming faculty cohorts. Of the 72 faculty hired in 2021-22, 20 were hired via searches that utilized the UCI Inclusive Excellence Supplement Program and 11 were hired via the UC President’s Postdoctoral Fellowship Program (PPFP). UCI continues to lead the UC system in successfully converting PPFP fellows into faculty hires.



**Fig. 2** UCI new-hire faculty race/ethnicity by academic year

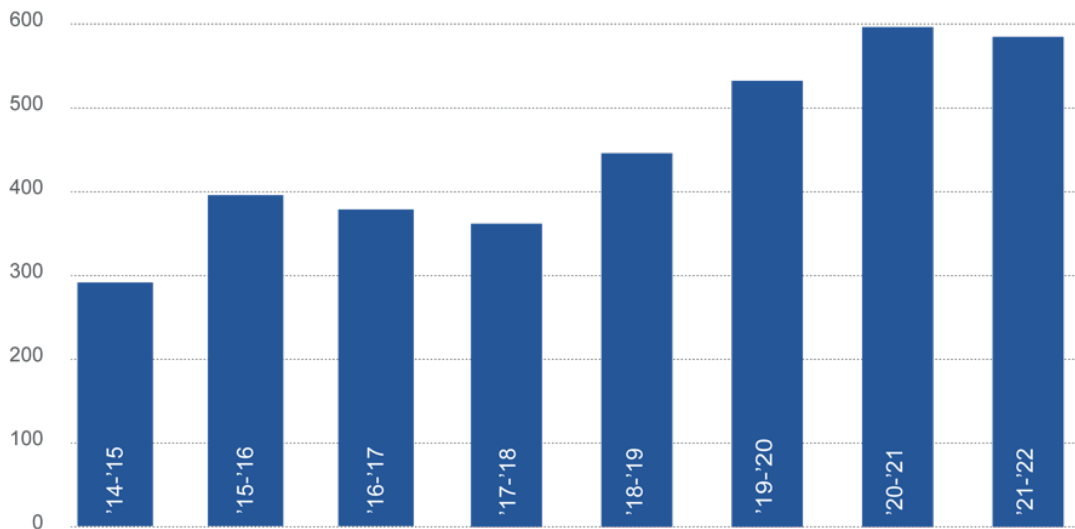
Through programs like PFPF and the commitment of faculty hiring committees, UCI has seen improvements in the overall representation of faculty identifying as African American (a 71 percent increase) and Hispanic (a 27 percent increase). Hiring at the assistant professor rank has been important for diversifying the professoriate since the assistant professor candidate pool is generally more diverse than faculty at the more senior ranks. More than 50 percent of new hires identified as nonwhite in the two most recent years, and the campus has nearly reached gender parity in most recent years. Overall, underrepresented minority faculty increased from 12 percent to 36 percent between 2017-18 and 2021-22. In this period, Asian and Asian American faculty increased from 19 percent to 24 percent.

The continued growth of faculty in the professor of teaching series to seven percent of the total faculty has increased innovative pedagogy practice at UCI; many of these faculty played leadership roles in the successful rapid transition to remote teaching during the pandemic. In addition, the scholarly work of these faculty is impacting educational practices nationally and internationally. Retention efforts – including proactive, pre-outside-offer activities by chairs or deans and advancing faculty diversity programs – have been important in keeping annual separations low (13 per year on average).

### **Record Research Funding**

From cutting-edge research for advancing precision medicine to an innovative new effort for improving public water infrastructure to increase conservation, UC Irvine scholars, scientists, and physicians are blazing new paths to help change the world. In fiscal 2022-23, UCI received \$580 million in grants and contracts, marking a third consecutive year the University had surpassed the half billion-dollar mark. Awards from federal and state agencies, leading foundations, and forward-thinking companies reflect strong support for UCI's top-ranked faculty, first-rate facilities, diverse and talented student body, and community-based programs.

The continued growth of research funding confirms UCI's ascent among its Association of American Universities peers as a world-class research university. Despite the hurdles faced during the COVID-19 pandemic, the UCI community continues to make a meaningful impact on regional economic development and to improve society through globally prominent research.



*Fig. 3 UCI research funding by academic year*

In fiscal 2020-21, the U.S. Department of Health and Human Services, which encompasses the National Institutes of Health, was the largest single source of research funding at UCI, accounting for \$180 million. The National Science Foundation provided \$50 million. And gifts and grants from philanthropic foundations and charitable trusts reached \$86 million. Overall, 39 percent of research support came from non-federal entities.

Notable successes include a \$45 million award from the National Institute on Aging for campus research on the biology behind late-onset Alzheimer’s disease. Faculty in the Department of Chemistry recently received two \$10 million awards from the U.S. Department of Energy to establish Energy Frontier Research Centers; one is focused on carbon capture and the other on more efficient solar energy. These add to the campus legacy on climate change and environmental sustainability that is described further below.

### **Promoting New Cures**

More than \$340 million of all UCI research funding in fiscal 2020-21 was for biomedical and health sciences clinical work across campus. One thriving site of this is UCI’s Chao Family Comprehensive Cancer Center – Orange County’s only National Cancer Institute-designated comprehensive cancer center. Its researchers brought in \$55 million for basic, translational, and clinical studies in that record-setting fiscal year. Total financial backing for clinical trials in all health science areas to advance new treatments for life-altering diseases also continues to increase. In 2020-21, UCI received \$94 million in grant and corporate funding from all sources for clinical trials, a 34 percent jump over the previous year. Within this amount, industry support topped \$81 million for the first time. The Center for Clinical Research (CCR), UCI’s centralized clinical trial unit, has played a key role in supporting UCI’s growing clinical trial enterprise. CCR physicians and research staff conducted more than 200 studies in 2020-21 and were awarded over \$22 million in industry and federal funding, a 134 percent increase over the prior year.

### **Interdisciplinary Research**

UC Irvine prides itself on a culture that encourages and supports interdisciplinary research. Interdisciplinary research initiatives span the campus, including health sciences, environmental science, technology, social sciences, and the arts. The goal of UCI's organized research units, special research programs, centers, and institutes is to find innovative solutions by combining the expertise of different disciplines. Further, UCI's strong partnerships with industry and government organizations help to ensure that its research has practical applications and real-world impact.

UCI's organized research units (ORUs) are established to provide a supportive infrastructure for interdisciplinary research complementary to the academic goals of departments of instruction and research, and they typically involve faculty from more than one school. Among UCI's more than a dozen ORUs are:

- Cancer Research Institute
- Center for the Neurobiology of Learning and Memory
- Institute for Memory Impairments and Neurological Disorders (UCI MIND)
- Institute of Transportation Studies
- Center for Translational Vision Research
- Jack W. Peltason Center for the Study of Democracy

Special research programs (SRPs) provide a structure for collaborative research activities that may not fit the definition and purpose of organized research at UCI and are often formed in response to a special funding opportunity, as the campus branch of a UC research program or as part of a governmental initiative. SRPs include the University of California Humanities Research Institute, UCI Nature, the Thesaurus Linguae Graecae, the New Swan Shakespeare Center, the Institute for Clinical and Translational Science, the Facility for Imaging and Brain Research (FIBRE), the California Institute for Telecommunications and Information Technology (Calit2), and the Beckman Laser Institute and Medical Clinic.

### **An Unmatched Leader in Sustainability**

On January 9, 2023, a United Nations-backed panel of experts announced that Earth's protective ozone layer is on track to recover within four decades, closing an ozone hole over the Antarctic that was first noticed in the 1980s. It was research conducted at UC Irvine in the 1970s that made this good news possible. Back then, chemistry professor F. Sherwood "Sherry" Rowland and postdoctoral student Mario Molina made a shocking discovery: a single chlorine atom byproduct from aerosol hairsprays, deodorants, and other popular consumer products could chew up 100,000 ozone molecules in the stratosphere.

Rowland spent subsequent years convincing everyone from Margaret Thatcher to Al Gore to reporters from hundreds of news outlets of what was at stake. Scientists doing similar research stuck by him, and consumers stopped using aerosol sprays. After 13 years and the discovery by British scientists of a gaping hole in the ozone layer over the Antarctic, an international treaty was signed prohibiting the sale of the harmful chemicals. Ratified by 196 nations, the Montreal

Protocol is widely viewed as the single most successful worldwide environmental agreement to date. Since the protocol was put into action, the production and use of ozone-depleting substances have been reduced by more than 95 percent. In 1995, Rowland and Molina received the ultimate acclaim, the Nobel Prize in chemistry, for their work on stratospheric ozone depletion.

Rowland set the foundation for UCI's ethos that has kept it at the forefront of sustainability research and application: "Is it enough for a scientist simply to publish a paper? Isn't it a responsibility of scientists, if you believe that you have found something that can affect the environment, isn't it your responsibility to actually do something about it, enough so that action actually takes place?" Rowland asked at a White House climate change roundtable in 1997. "If not us, who? If not now, when?"

UC Irvine is a two-time recipient of the Association for the Advancement of Sustainability in Higher Education's Sustainability Tracking, Assessment and Rating System platinum rating (2018 and 2021). UCI's 2021 sustainability report earned the highest score ever obtained by an institution: 88.59 points. This rating system assesses the broad spectrum of sustainability initiatives and programs across campus, with sections covering academics, engagement, operations, and public administration.

In an effort to build on UCI's historic leadership and directly confront the challenges associated with climate change, the campus has created the UCI Solutions that Scale initiative. UCI believes that universities – and especially diverse public ones like UCI – are uniquely suited to muster and coordinate interdisciplinary expertise, to build bridges and trust among disparate communities and decision-makers, and to be the intellectual and cultural proving ground for solutions to the world's most pressing environmental problems. In short, UCI's goal is globally actionable science and broader trust in it.

Solutions that Scale strives to be a campus, regional, and global nexus for activities related to climate change solutions and aims to provide comprehensive solutions through three arenas: education and research, public policy, and corporate industry. UCI is planning the next phase of Solutions that Scale as part of the campus strategic plan refresh and looks forward to sharing additional developments in the coming months.

### **Applied Innovation**

UCI is a regional and global force in transforming lives and solving problems through cutting-edge research, invention, and discovery. Essential to this mission is connecting students and faculty to a robust capability in innovation and entrepreneurship. UCI Beall Applied Innovation (BAI) is a dynamic platform that supports and provides resources to faculty, innovators, and entrepreneurs. BAI plays a critical role in building the modern and inclusive American dream by accelerating discoveries that matter, providing entrepreneurs what they need to succeed, and promoting a powerful and potent economy. It does this by creating connections between UCI and industry, including entrepreneurs seeking access to university inventions and talent, large corporations looking to tap the university's research capabilities, and investors wanting to financially support promising new companies.

In 2019, BAI moved into a new, 100,000-plus-square-foot building in UCI Research Park, more than doubling its space in support of campus innovators, entrepreneurs, and the Orange County ecosystem. UCI Beall Applied Innovation ensures that the most impactful, life-enhancing discoveries and inventions are transferred to the market and into the hands of the people who need them the most. At last count, UCI had supported the development of more than 3,500 inventions (over 1,200 of them active) and managed the issuance of more than 900 U.S. patents (over 600 of them active).

From gauging the effects of sea-level rise to holding clinical trials for lifesaving cancer treatments, scholars, scientists, and physicians at UCI are blazing new pathways that are guided to commercial viability and deployed to scale solutions with the assistance of BAI.

BAI enables the successful realization of life-enhancing discoveries directly transforming lives and the well-being of society through its facilitation of a robust, effective, collaborative, and efficient research translation and commercialization engine commensurate with the University's basic research capabilities. BAI facilitates linkages, risk mitigation, and systemic support at key inflection points of research translation, including early engagement aimed at more use-inspired outcomes and providing access to resources, programs, early-stage funding, and industry relationships necessary for the application of research into products and services.

BAI's commitment to meeting these challenges is embodied in its three strategic aims:

- **Harvest:** BAI ensures that research with the highest commercial and societal impact potential is cultivated from the earliest stages of research grant proposal development through the provision of resources needed to translate discoveries into viable products and services. BAI engages in deep partnerships and collaborations across campus and in the ecosystem to support UCI's most prolific innovators.
- **Guide:** BAI provides actionable market and business intelligence, developing and leveraging industry-informed methods to assess and support the most promising discoveries and convert research funding into practical applications that benefit society, improve lives, and create economic prosperity.
- **Empower:** BAI's expertise ensures that UCI moves at the appropriate cadence of business and deal-making, leveraging agility in contract execution, sustaining exemplary alliances, and accelerating startups to scale around promising innovations.

UCI has the opportunity and obligation to increase its impact in developing transformational partnerships and expediting research translation for society's benefit. In the coming years, BAI will expand its role in facilitating this by leveraging its success and raising \$10 million to create a sustainable proof-of-product fund.

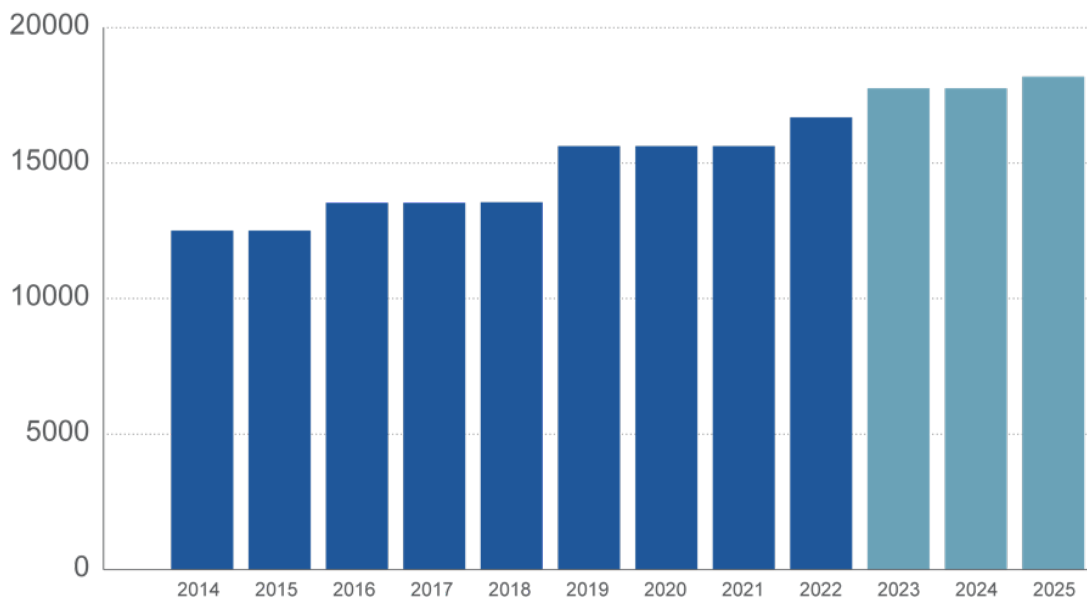
In addition, UCI will explore mechanisms for combining the philanthropic nature of the UCI research mission with the potential to purchase company equity as technologies move from the laboratory to commercial deployment. BAI will lead the development of a comprehensive plan to manage startup equity on campus in alignment with one of the recommendations of the May 2021

report “From Discovery to Societal Impact: A Roadmap to Unleashing UC Innovation and Entrepreneurship.”

## **STUDENT, FACULTY AND STAFF HOUSING**

### **Student Housing**

The Irvine campus has long recognized that providing on-campus student housing is fundamental to creating a strong, vibrant University community and provides on-campus housing for 16,685 enrolled students (50 percent). This includes 4,177 bed spaces opened since 2016 to meet growing housing demand for graduate and undergraduate students. In addition, 1,377 more spaces will open in the next three years in a continuing effort to serve all students seeking on-campus housing.



***Fig. 4** Total beds available in student housing. By the end of 2025, total beds will have grown 44 percent since 2014.*

On-campus housing supports recruitment and retention efforts, provides more affordable accommodations than community housing, and offers students the maximum opportunity for a full university experience. UCI offers two-year housing guarantees for incoming freshman and transfer students and normative-time-to-degree guarantees for Ph.D., J.D., and M.F.A. students, as well as M.D. students in targeted programs.

In fall 2022, 84 percent of first-year students lived in on-campus residence halls, with a full complement of services and programming supporting academic success, wellness, and student interests. Continuing undergraduates and transfer students live in furnished on-campus apartments operated by American Campus Communities and in theme houses that focus on academic, cultural, and extracurricular interests. Examples include the Academic Excellence Black Scholars House,

Casa Cesar Chavez (Chicano/Latino studies), George Washington Carver House (Black culture), Chemistry House, Biology House, and Spectrum House (LGBTQ). Sixty-four percent of graduate students live on campus, mostly in the three apartment communities managed by Student Housing. Though the campus is proud of its efforts to house more graduates than any other UC – and at the most affordable rates of any UC campus – it is always seeking greater opportunities to reduce the housing burden.

UCI Student Housing has adopted a curricular approach to residential learning (Anteaters Living and Learning), offering intentional learning opportunities designed to promote wellness, personal responsibility, and social responsibility. Graduate and family housing communities offer a number of spaces for social engagement, including gardens, basketball courts, a Family Resource Center, children’s playgrounds, and a dog park (for emotional support and service animals). The undergraduate Resident Housing Association and graduate and family community councils provide students leadership around community priorities and programs. Student Housing also offers paid employment opportunities to 334 students in positions that foster community engagement and professional development.

### **Faculty Housing – University Hills**

Founded in 1983, University Hills is the largest on-campus, for-sale workforce housing community in the nation and provides UC Irvine with a competitive advantage in recruiting and retaining outstanding faculty. Approximately 55 percent of faculty live in University Hills (850 active faculty and 250 emeriti). Its proximity to the campus core also promotes a sustainable lifestyle, as many walk or bike to their workplace.

University Hills is located within walking distance of academic activities, shops, restaurants, parks, and entertainment. There are about 1,200 homes in University Hills built in a variety of types, sizes, and styles. Through a special marketing process and long-term ground leases, the housing program provides an opportunity to share in the personal and financial benefits of home ownership. Homes remain affordable and maintain the university-oriented environment through a number of resale requirements.

Currently, homes and units are half the cost of market rates, which allows the University to remove the barrier of the high-cost Orange County housing market when recruiting faculty. The academic community-in-residence has also been a strong retention tool, providing community programming, events, and neighborhood activities.

University Hills is managed by the Irvine Campus Housing Authority (ICHA), which was established by the Regents and is governed by a board of directors. ICHA has worked closely with UC Irvine for decades in the recruitment and retention of faculty, staff, and administrators. The proximity of University Hills to the campus core, the significant discount in pricing compared to the coastal Orange County housing market, and the thriving 4,500-person academic community-in-residence are powerful tools in motivating new recruits to choose UC Irvine over other R-1 institutions.

Demand for University Hills housing exceeds existing supply. While a new development – the 12th planned community – is in the works, a large demand gap will continue to exist in University Hills. The waitlist for for-sale housing units currently numbers 1,346, of which 290 are current Senate faculty and 1,056 are academic and administrative staff. For rental units, the waitlist numbers 2,545, of which 2,498 are non-Senate academic and administrative staff.

### **Plans for Staff Housing – North Irvine Staff Housing**

The North Irvine staff housing (NISH) project provides a unique opportunity to use existing University of California land resources in Irvine, approximately 10 miles from the UCI campus and 15 miles from the UCI Medical Center in Orange. This opportunity would provide workforce housing to meet important UCI goals for staff recruitment and retention and employee well-being. Through collaboration between UCI and the UC Division of Agriculture and Natural Resources, the proposed project would utilize a 40-acre parcel within the 200-acre ANR South Coast Research and Extension Center to build housing for staff working at the UCI campus and two medical centers.

The availability of local housing that is financially attainable for staff remains a key challenge for UCI. Local housing prices and rental rates remain significantly above the affordability levels of UCI staff households. In addition, there is a significant jobs-to-housing imbalance in Irvine, with an estimated 23,600 additional housing units needed to meet city of Irvine housing needs identified in the city’s general plan. As the largest employer in Orange County – and one that accounts for a significant percentage of the workforce in the city of Irvine – UCI has been actively engaged in pursuing workforce housing solutions to serve staff. The existing on-campus University Hills faculty and staff housing program has been successful in supporting Senate faculty recruits, but the North Irvine staff housing project will provide the opportunity to significantly strengthen the housing program by serving general staff and non-Senate academics.

As currently envisioned, the NISH project includes the potential development of a master-planned community with a mix of up to 1,500 for-sale and rental units, community open space, support services, and a shuttle system on the 40-acre parcel. The project would be implemented through a ground lease transaction with a private development partner to provide housing that is attainable at the household income levels of UCI staff. UCI is currently engaged in planning, developer selection, and community outreach, taking into consideration an evolving mortgage market and escalation in construction costs. The goal is to complete the planning and pre-development work with a private partner or the Irvine Campus Housing Authority (ICHA), which manages University Hills, and bring a proposed project design and business terms to the Board of Regents in early 2024. Additionally, UCI expects to present a discussion item for the NISH project to the Finance and Capital Strategies Committee at an upcoming Regents meeting.

## **CAPITAL GROWTH**

Capital program priorities support the campus' strategic goals, the development objectives outlined in the 2007 Long-Range Development Plan, and the context of the Physical Design Framework. The Irvine campus has identified nearly \$6 billion of capital need; approximately \$976 million has a funding strategy. The 19 projects for which funding has been identified include a nearly equal mix of new construction and facility renewal, renovation, and restoration. UCI is committed to responsible stewardship of resources and to demonstrating leadership in sustainable development. To date, UC Irvine has constructed 21 LEED Platinum (the most LEED Platinum certifications for new construction in the U.S.) and 11 LEED Gold buildings, making it one of the leading academic institutions in green building.

### **Recently Completed Capital Projects**

#### *Anteater Learning Pavilion*

Opened and certified LEED Platinum in 2018, the Anteater Learning Pavilion (ALP) is California's first building entirely devoted to active learning. The 65,000-square-foot structure features stacked 400-seat and 250-seat lecture halls with unique designs that enable students to turn around and form small groups for collaborative learning activities and 13 smart classrooms with flexible furniture, multiple writing surfaces, and wireless projection to optimize active learning. In addition to these instructional spaces, the ALP houses study and breakout rooms, tutorial rooms, and UCI's Learning and Academic Resource Center.

#### *Susan and Henry Samueli Interdisciplinary Science and Engineering Building*

Completed in 2020 and certified LEED Platinum in 2021, the Susan and Henry Samueli Interdisciplinary Science and Engineering Building (ISEB) houses multiple departments from the engineering, information and computer sciences, and physical sciences schools. The facility (roughly 91,000 assignable square feet) consists mainly of wet laboratories and faculty offices dedicated to various research groups based on their ability to work collaboratively. In addition to the primary research functions, the ISEB also features a large didactic-style auditorium, two shared instructional laboratories, and dry lab space.

#### *Susan and Henry Samueli College of Health Sciences Sue and Bill Gross Nursing and Health Sciences Hall*

The Susan and Henry Samueli College of Health Sciences (COHS) and Sue and Bill Gross Nursing and Health Sciences Hall opened to students, staff, and faculty in September 2022. Over 50 classes were held within the COHS in fall 2022. The buildings include spaces for clinical services, instruction, students, faculty research, and administration. The complex's shared spaces for all units of the COHS adds ten new classrooms, a 200-seat auditorium, and interprofessional education space featuring a state-of-the-art clinical skills laboratory and simulation center. Units housed across the complex include the Susan Samueli Integrative Health Institute, Sue and Bill Gross School of Nursing, School of Pharmacy and Pharmaceutical Sciences, Program in Public Health, Office of the Vice Chancellor for Health Affairs, and UCI Health Advancement.

*Susan Samueli Integrative Health Institute*

Opened in fall 2022, the Susan Samueli Integrative Health Institute (SSIHI), on the corner of California Avenue and Michael Drake Drive, offers spaces for innovative student instruction; multidisciplinary, collaborative research; engaging community education; and team-based, whole-person clinical care. Increasing access to patient services, the flagship clinic encompasses 33,000 square feet. This includes 42 rooms for examination, treatment, and consultation; a laboratory; an infusion suite; a pharmacy; the Mussallem Nutritional Education Center; an intensive cardiac rehabilitation space; and the Palmer Family Research and Conference Room. The institute, which increases access to leading-edge and evidence-based integrative health practices, also offers patients nutrition, exercise, mindfulness, yoga, and group medical classes. Local community members can attend yoga, tai chi, and nutritional cooking classes, as well as educational lectures and events. The institute's exterior landscaping and interior design promote wellness by incorporating natural elements that recognize the instinctive human connection to nature. The SSIHI features two living-plant walls that produce oxygen and are sustained by built-in self-irrigation systems.

**Under Construction – Indefinitely**

*UCI Health – Irvine*

UCI Health's new medical complex in Irvine will be an essential component of UCI Health's strategy to expand access to academic medicine. The UCI Health – Irvine project remains on budget and on schedule, with the first phase of the project, the Joe C. Wen and Family Center for Advanced Care, targeting substantial completion in November 2023 and opening in early 2024. The Center for Advanced Care will provide pediatric and adult primary and secondary healthcare.

The second phase, Chao Family Comprehensive Cancer Center and Ambulatory Care, opening in early 2024, will expand oncology services and ambulatory surgery services. The final phase of the project, opening in 2025, is the 144-bed hospital, which will provide inpatient care, inpatient surgery, and emergency services. Activation work has begun in preparation for the opening of the new buildings. A transition and activation committee has been established and will meet regularly as the project moves through construction into operations, including the hiring, equipping, and training of staff.

The overarching vision for the new center is one that positions UCI Health for the future: a facility with a specialty focus on oncology, neurosciences, orthopedics, and spine and digestive health services paired with a full-service emergency department that serves the needs of the growing Irvine and South Orange County communities in a modern, efficient, and accessible manner while building upon UCI's strong clinical foundation and reputation in these key specialty areas. In addition to these key services, the facility will treat other elective and emergency medical cases, which will be limited in scope, to enhance access and support emergency care needs. Based on the experience of the pandemic and the design intent to "future-proof" the facility, all 144 beds are ICU-adaptable, allowing the greatest flexibility for the complex inpatients of tomorrow.

Notably, the Irvine medical center will serve as a model for sustainable design. The heating and cooling system will be fully electric, fueled by UCI green power rather than traditional fossil fuel combustion. Precious freshwater will be saved by using recycled water in the central utility plant and for irrigation of low-water-demand plantings. High-performance glazing and building insulation will make lighting and air conditioning more efficient.

#### *Falling Leaves Foundation Medical Innovation Building*

In September 2021, UCI announced a planned state-of-the-art medical research facility that will expand the global reach and impact of the campus' advanced cross-disciplinary teaching and translational research achievements. The approximately 200,000-square-foot Falling Leaves Foundation Medical Innovation Building will be one of the largest in the west and will provide optimal space for core instruction and laboratories to extend advances in medicine and the health sciences. The facility will enable work that crosses disciplinary boundaries and fosters collaborations not only with UCI Health, but throughout the University and with industry to speed discoveries to patients. The cutting-edge space will support the recruitment and retention of high-profile faculty and launch promising careers for basic, translational, and clinically trained scientists. It will allow students to learn alongside these researchers and physician-scientists on floors dedicated to specific health issues, including cancer, neurosciences, and drug discovery. Findings revealed in these laboratories will be transformed into more effective tools to predict and prevent illness and treat disease, elevating healthcare in Orange County and around the world.

#### *Jack and Shanaz Langson Institute and Museum of California Art*

In December 2021, UCI received a naming gift to catalyze the growth of a multimillion-dollar endowment to provide long-term support for the Jack and Shanaz Langson Institute and Museum of California Art (Langson IMCA) and enable it to advance its manifold mission in arts research and scholarship, conservation, presentation, and interdisciplinary learning in collaboration with numerous academic departments at the University. UCI established Langson IMCA in 2017 after receiving gifts of two important collections of California art: The Irvine Museum Collection and The Buck Collection. UCI plans to construct a purpose-built museum and research institute to house both permanent and temporary exhibitions drawn from the two collections and other works. Langson IMCA is intended to serve as a global magnet for the exhibition and study of California art and its social, cultural, and environmental frameworks. The museum currently operates at an interim location.

#### **Unmet Capital Needs**

UCI has an ambitious capital program that has allowed the campus to make significant progress on its strategic plan goals. Recently completed projects include the Susan and Henry Samueli College of Health Sciences Building, the Sue and Bill Gross Nursing and Health Sciences Hall, and the Verano 8 graduate student apartments. Other major projects, such as the Falling Leaves Foundation Medical Innovation Building and UCI Health – Irvine, are under construction. Even so, UCI has many unmet capital needs that are challenging its ability to accommodate continued growth and program development. While new projects in planning, such as the Eddleman

Quantum Institute and the proposed Mesa Court residence hall expansion, will address some of the demand, more space is needed, particularly to fill the laboratory needs of STEM disciplines.

The campus is exploring ways to address some of its space needs through identifying and reassigning space that is currently underutilized due to remote work arrangements. Through its Work Reimagined program, the campus has already been able to reduce lease obligations by consolidating space and in the longer term, aims to build less new office space through this effort – for instance, by identifying space in an existing building for a student success hub in lieu of a new building.

New construction needs also include the need for more student housing. With projects currently under construction and in planning, by fall 2025, the campus will be able to house 18,178 students – just over 50 percent of enrollment – whereas its Long-Range Development Plan goal is to accommodate 22,000. Much of existing housing, however, is low-density and past its useful life. New projects are needed to replace this obsolete housing with higher-density developments that will make more efficient use of the available land and allow the campus to make progress toward this goal.

In addition to the need for new buildings beyond those currently in construction or planning, the campus must address the need for restoration and renewal of its existing physical plant. The campus currently has a backlog of more than \$1.4 billion in state-supportable needs alone. Campus and State fund sources cannot cover more than the most urgent of these needs – and often not until a system failure requires immediate attention.

Similarly, upgrade and expansion of infrastructure are needed to support campus development. Existing systems, such as sewer and storm drains, chilled and high-temperature water, and others, do not have the capacity needed for growth. In some cases, equipment is obsolete, inefficient, and at the point of failure.

Seismic upgrades as required by UC seismic policy are another challenge. Initial seismic evaluations in accordance with seismic policy have identified approximately 110 campus buildings that require seismic improvement at a cost of about \$1 billion. Ten academic and support buildings have been deemed priority A and included in the campus Capital Financial Plan at a cost of \$382 million. A further 31 buildings have been labeled as priority B; and 68 structures, including nearly 60 student housing structures, have been included as priority C. No fund source has been identified for seismic upgrades.

These challenges cannot be addressed without additional funding. For the 2022-28 Capital Financial Plan, UCI developed a capital program of approximately \$6 billion; however, \$5 billion of that is for projects that do not have an identified fund source.

## **UCI HEALTH AFFAIRS**

As Orange County’s only academic healthcare system, founded on the mission to discover, teach, and heal, UCI Health Affairs is committed to offering the most advanced support for human health based on groundbreaking research, novel education, and delivery of cutting-edge care at the right time and in the best place. UCI’s nation-leading status is being elevated by a uniquely collaborative, strategic trajectory built upon an alliance across the health disciplines of medicine, nursing, pharmacy and pharmaceutical sciences, public health, and integrative health; seamless implementation within UCI Health; and full engagement with the world-class expertise of UCI. Built on a vision for “One Health,” UC Irvine Health Affairs includes interdisciplinary research centers and institutes focused on cancer, clinical translational science, clinical research, stem cells, and precision health.

Over the next five years, the UCI Health Affairs footprint will grow through the construction of nine capital projects that have been approved by the Regents. The projects are on the main UCI campus, the medical center in Orange, and across Orange County.

### **The Susan and Henry Samueli College of Health Sciences**

Founded in 2017, the Susan & Henry Samueli College of Health Sciences is the first university-based health sciences enterprise to incorporate integrative health research, teaching, and patient care across its schools and programs. The college consists of the School of Medicine, the Sue and Bill Gross School of Nursing, the Susan Samueli Integrative Health Institute, the School of Pharmacy and Pharmaceutical Sciences, and the proposed School of Population Health (currently the Program in Public Health). Highlights of the COHS include:

- UCI’s interprofessional education program (IPE) is a first-of-its-kind model of collaboration across health disciplines that powers UCI’s ability to carry out its mission. UCI is in the remarkable position to build the future of healthcare education to produce a diverse and united healthcare workforce that is team-based, interprofessional, whole-person, precision-driven, innovative, and community-serving.

In 2021, a faculty workgroup was established and published internal recommendations to move interprofessional education forward across UCI Health. As part of the recommendations, an assessment was done to identify existing IPE activities, and the group identified over 30 activities across six partnering units, including joint classes between one or more programs, stand-alone IPE-focused workshops, simulation activities, clinical programs, and community engagement. An implementation-focused faculty committee is now leading the charge to implement these recommendations and develop short- and long-term goals for IPE efforts across the COHS.

- The Program in Public Health (PPH) has experienced significant growth, expanding from a single Department of Population Health to a program with four departments: environmental and occupational health; epidemiology and biostatistics; health, society, and behavior; and population health and disease prevention.

Solidifying its role as a regional leader in public health, PPH held important leadership roles in designing and implementing COVID-19 responses across the campus and Orange County. Researchers conducted numerous large-scale, population-based studies that examined relationships between biological, social, and environmental determinants of health. PPH maintains a commitment to recruit faculty who reflect California's rich ethnic and cultural diversity and who are dedicated to transdisciplinary research.

PPH approaches training with the principles and methods used to study the distribution and determinants of disease in human populations such as diabetes, obesity, and other metabolic diseases; cardiovascular disease, cancer, age-related diseases, and cognitive impairment emerging and infectious diseases; and the environmental, social, dietary and genetic determinants of health and health disparities. PPH also has key leadership roles in a workforce development program to train nearly 450 professionals in public health informatics and technology over the next four years.

- The Susan Samueli Integrative Health Institute prioritizes the optimal health and well-being of patients, colleagues, communities, and populations by incorporating evidence-informed integrative health into translational research, education, clinical services, and community programs. Within each of these areas, SSIHI is expanding and pioneering new and future strategic initiatives that support the research, education, and practice of evidence-based integrative health in all care settings.

SSIHI continues to build a robust integrative research program to advance the discovery of the scientific basis of integrative health approaches. Fifteen endowed chairs, whose mission will be to explore areas of integrative health, will be embedded within the health sciences schools. Current recruitments for the endowed chairs include two in the School of Medicine and one in the School of Pharmacy and Pharmaceutical Sciences. Separately, the Samueli Scholars Award Program recognizes current UCI faculty whose achievements show extraordinary promise to advance basic, translational, or clinical scholarship in integrative health and who have a history of contributions of national distinction in their disciplines.

## **UCI Health**

UCI Health is a unique contributor to the well-being of the community as the only health system dedicated to caring for the most acute and sickest patients in the region as well as the underserved. It provides a full scope of high-quality patient care services to the community and attracts a broad and diverse patient population that is also served by the education and research programs of the UCI School of Medicine. UCI Health remains committed to ensuring the safety of patients and is proud to have received its 17th consecutive "A" in the fall 2022 Leapfrog Hospital Safety Grade. Additionally, UCI Health's continued commitment to nursing excellence has earned it a fourth designation as a Magnet-recognized hospital. For the 22nd consecutive year, *U.S. News & World Report* has recognized UCI Health – Orange as one of America's Best Hospitals. These

accreditations and recognitions reflect UCI Health's efforts to achieve the highest standards of care for its community.

As Orange County's only academic medical center, UCI Health – Orange serves as the primary, tertiary, and quaternary care referral center for nearly four million people residing in and around Orange County, western Riverside County, and southeastern Los Angeles County. It is also Orange County's only combined Level I trauma center and Level II pediatric trauma center verified by the American College of Surgeons, with combined high-risk obstetrics and regional neonatal programs and an American Burn Association-verified Regional Burn Center. UCI Health – Orange is home to the only National Cancer Institute-designated comprehensive cancer center based in Orange County. In addition, UCI Health is proud to own and operate two federally qualified health centers that continue to receive the highest-quality recognitions annually from the federal government while caring for those most in need.

UCI Health continues to invest in the flagship medical center in Orange by deploying multiple strategies to address capacity challenges, including the recent opening of a new inpatient unit; expanding acute care capacity by 15 percent; the construction of a new, state-of-the-art imaging center to support outpatient imaging access; and expanding operating room capacity through the additional use of off-campus ambulatory surgery facilities. By moving low-acuity cases to a lower-cost outpatient setting, UCI Health will be able to reduce the cost of such cases while also creating new capacity for complex cases on the existing medical center campus. In addition, UCI Health is enhancing relationships with psychiatric services in the county to fulfill an unmet need of post-acute psychiatric care. UCI Health – Orange is, and will continue to be, the hub of UCI Health's growing health system even after the new Irvine medical complex is operational.

### **Facing an Evolving Clinical Environment**

The fast-paced healthcare environment requires acute strategic planning and nimble leadership. The COVID-19 pandemic highlighted how quickly the clinical environment needed to adapt, not only to demand, but to managing resources, staffing, and financial unknowns. UCI Health's resilience, exceptional quality, and community care were recognized in January 2023 at the Greater Irvine Chamber's Excellence in Healthcare Gala, earning UCI the Excellence in Health Systems award, as well as the Excellence in Wellness Programs award for the Susan Samuelli Integrative Health Institute, and the Excellence in Support Service Administration award for chief procurement officer Susanna Rustad.

On an ongoing basis, UCI Health anticipates challenges in sustaining a robust health system – from recruitment and retention and supply chain shortages to balancing governmental payors and capacity. The following highlights the realities of managing an evolving, post-pandemic clinical environment:

#### *Deteriorating payor mix*

The ratio of commercial payors to governmental payors continues to evolve, resulting in fewer patients with commercial coverage. Governmental payors are not increasing payment rates to keep

up with rising costs, and they continue to not cover the direct cost of care. With the aging population and ending of the public health emergency, UCI Health will have a larger percentage of patients on Medi-Cal and underfunded as patients move from Medi-Cal to an insurance exchange product or elect to forego coverage altogether. Additionally, if the macro-economy ends in recession as predicted, layoffs will result in fewer individuals with commercial insurance, putting further pressure on the payor mix and reimbursement.

*Acute care bed shortage, flagship facility capacity, effects of delayed care*

UCI Health's flagship hospital in the city of Orange remains at near 100 percent occupancy, which leads to longer wait times in the emergency department and delays in fulfilling patient transfer requests from other facilities in the region. Demand in key areas continues to outpace pre-pandemic levels as patients who prolonged seeking care, screenings, and other treatments are now showing up with more complex and often delayed diagnoses, requiring more resources and costs.

*Recruitment and retention*

UCI Health is creating separate workstreams for recruitment and retention, given their importance. Routine needs paired with expansion plans place both recruitment and retention as mission-critical items UCI Health teams are working on. Fortunately, turnover at UCI Health remains lower than state and national averages. While UCI has positioned the health system as the employer of choice within the market, competition for talent across the board – including but not limited to nursing – remains a challenge.

*Double-digit increase in labor and supply costs*

The cost of labor and medical supplies has continued to increase over the last three years, outpacing revenue growth. Contracted labor rates have continued to climb, yet to fulfill UCI's safety-net mission, it requires additional staffing support to handle the increased volume.

*Under-resourced behavioral health services*

Unfortunately, Orange County is experiencing the same behavioral health crisis as others across California and the nation, whereby too many patients with unmet needs are using emergency departments as their only source of care, resulting in overcrowding and less than optimal care for these fragile patients. There continues to be a lack of county and other funding to support this need. UCI Health is working closely with the county and Be Well OC to maximize the impact of that new provider organization and improve behavioral health services for the citizens of Orange County.

## **CHALLENGES**

UCI is proud of its leadership across many areas and excited for opportunities ahead. However, the campus must address very real challenges that will impede UCI's ability to conduct business in ideal conditions and limit how it may serve the community as a public institution. These challenges are shared with an acknowledgement that there will be an ongoing commitment to mitigating them over the coming years in support of a flourishing enterprise.

### **Rising Short-Term Deficit**

UCI has received outstanding support from the State in the budget over the past year. However, even with this support, growth in expenses has consistently outpaced growth in new core revenues, predating the pandemic. Several factors – including high inflation, reduced investment earnings, and operating needs related to the pandemic – accelerated the pace and scale of a projected short-term structural deficit. This trend will continue with uncertainties in State revenues, with limitations on tuition rate changes, and pending full implementation of the tuition stability plan over four years (2023 through 2027).

To prioritize protections for salary increases and to ensure that the campus can continue to make much-needed investments in other high-priority areas, UCI formed a budget workgroup to evaluate steps to strategically reduce costs and pursue increased revenues in the coming years. UCI's financial stability plan addresses growth in recurring core expenses that is outpacing recurring revenues. UCI's financial stability planning process is being implemented over the next three to five years to address the structural deficit and better position the campus to support the core academic mission and progress toward strategic goals.

Resolving the structural deficit will be a challenge. It also presents an opportunity to develop innovative solutions that emphasize efficiencies, new revenues, and reevaluation of space and associated workforce needs, and support instruction, enable student success, and facilitate continued growth in research activities.

### **Carbon-Based Central Plant**

UCI's Central Plant is a cogeneration (heat and power) plant that produces and distributes electricity to the entire campus microgrid, as well as chilled water, high-temperature water, and compressed air for the majority of core campus buildings. The carbon-based Central Plant increases the reliability and resiliency of the campus microgrid, with the Southern California Edison grid as electrical backup. The cogeneration plant provides primary heating via heat recovery with high-temperature water generator backup. It recovers waste heat from electricity generation to produce chilled and high-temperature water and provides significant cost savings from on-site electricity generation.

The UC system is currently embarking on a decarbonization study at each campus to understand what it will take to transition away from natural gas. The decision on decommissioning the cogeneration plant will need to balance the acceptable risk to campus and the reduction in redundancy. A systemwide decarbonization study kickoff, led by UCOP, was held in January 2023, and UCI is establishing the internal governance structure for the study. Following the study, UCI will develop selection criteria for an outside consultant based on the target deliverables established with UCOP and guidance from campus advisory groups.

## **OPPORTUNITIES**

### **Work Reimagined**

In fall 2022, UCI formally established a reimagined work environment – one that emphasizes how we work regardless of where we work while supporting core in-person service hours and days to maintain a thriving campus. This has created new dynamics for staff and leaders to navigate, requiring different skills, mindsets, and behaviors. UCI’s culture, community and technology are prioritized to keep staff connected despite the physical distance between them. People, processes, and technology are being coordinated in unison to create a successful, sustainable, and flexible work environment.

Work Reimagined, UCI’s approach to flexible work, addresses these emerging needs and helps to prepare and plan for space utilization needs in our future. Flexible work is multidimensional. It extends beyond work location and includes alternative schedules and appointment types. Outcome-driven flexible work can expand services, support staff well-being, save space and money, and enable the University to compete for and retain talent. The reimagining of work has taken into account core, in-person service hours across the campus (excluding the UCI Health clinical departments) during the academic year to ensure that service needs can be fulfilled while offering staff flexibility.

While these actions will prepare UCI to navigate current and future staffing needs, the dynamics are complex. Challenges throughout implementation and adoption are anticipated. There will always be tension in the balance between serving the needs of students, patients, faculty, and the community while aspiring to meet the expectations of existing and future staff. Not all jobs can be offered the same level or type of flexibility, despite standardized criteria and processes. UCI recognizes the higher personal expenses, or cost of work, for staff required to be on site. Every staff member is in a unique situation and has diverse needs and expectations, so the focus of the approach is to achieve fairness of process, not sameness of outcomes.

Principles and guidelines governing flexible work are set at the enterprise level. Specific decisions about guideline application and implementation are made at the school and administrative unit level. The process by which flexible work arrangements are made will be consistent. Outcomes, however, will differ since the needs of each unit – and the function of each job – differ across the enterprise. Options for represented staff will be determined by collective bargaining agreements.

### **Strategic Plan Refresh**

In 2016, the campus released a bold new strategic plan to build on campus strengths and realize a brilliant future. The plan was developed over many months of campus consultation and is based on four pillars:

- *Growth That Makes a Difference*: Expanding Our Capacity to Improve Lives
- *First in Class*: Elevating the Student Experience to Prepare Future Leaders

- *Great Partners: Making Regional and Global Connections That Enhance Our Mission and Serve the People*
- *New Paths for Our Brilliant Future: Forging Best Practices to Power the Coming Century*

UCI remains committed to the overarching vision of this strategic plan. However, over the past seven years, many of the specific goals outlined within these pillars have been accomplished, and several strategies relevant at that time require adjustment and refocus in light of new circumstances and opportunities.

Consequently, in January 2022, Provost and Executive Vice Chancellor Hal Stern charged 18 faculty and administrators across the campus with refreshing the strategic plan in a way that will guide the campus in making strategic investments of time and resources over the next five years.

For over half a year, the steering committee – chaired by Roxane Cohen Silver, vice provost for academic planning and institutional research – reviewed and discussed how best to update the plan. In June 2022, a draft document was circulated around campus with a request for input and feedback from the broader campus community. Many good new ideas were proposed and will be pursued. The approach mirrors the approach adopted in the original plan, which focused on identifying approximately 20 of the most important priorities that should guide decision-making over the next five years. And as always, alongside this document, schools and programs are expected to develop and implement their own strategic plans.

Beyond the need to set new goals and adjust existing ones in light of new circumstances, the steering committee focused on leveraging UC Irvine’s distinctive strengths, such as its interdisciplinary collaborations, spirit of innovation, reputation for advancing social mobility, unique position within one of the country’s most lively and diverse regions, and unshakeable commitment to inclusive excellence. Leadership is confident that UC Irvine is well-positioned to be an exemplar for how best to combine traditional measures of academic and research excellence with a commitment to serving all the people and advancing the well-being of the region, state and world through the creation and transmission of new knowledge.

Thus, all the new goals enumerated within this refreshed plan will be infused with the conviction that UCI’s culture and climate must be one in which every person can thrive and achieve at the highest levels of their aspirations. Moreover, UCI’s commitment to serving all the people motivates it to reach out to corners of the community that have traditionally not benefited from what great research universities have to offer.

### **Brilliant Future: The Campaign for UCI**

On October 4, 2019, UC Irvine publicly launched Brilliant Future: The Campaign for UCI, the largest philanthropic campaign in its history and in the history of Orange County. The campaign will enable the campus to build a robust pipeline of future donors, volunteers, and advocates; increase engagement and awareness with individuals, corporations, foundations, and partner organizations; and, ultimately, elevate the performance and long-term success of UCI’s fundraising operations.

The overarching campaign goals are twofold: to raise \$2 billion in philanthropic support and to meaningfully engage at least 75,000 alumni by 2025. These goals bolster the campaign's four strategic pillars:

- *Advance the American Dream.* Recognized for advancing upward mobility, UCI aims to educate California's best and brightest, regardless of their circumstances or background. Scholarships, fellowships, and a variety of specialized programs and initiatives will help ensure that promising students will have the opportunity not only to attend UCI but also to thrive in a community where members support diversity, expect equity, practice inclusion, and honor free speech.
- *Transform Healthcare and Wellness.* Philanthropic investment in UCI's team-based, whole-person approach to health and wellness will enable our dedicated teams to redefine how new medical breakthroughs are made; how personalized, compassionate healthcare is taught; how patients are treated; and how communities are empowered for mental and physical health. These investments will thus support the shared mission of the Susan and Henry Samueli College of Health Sciences and an expanding UCI Health system: discover, teach, heal.
- *Accelerate World-Changing Research.* The brilliant future we are creating depends on discoveries and solutions stemming from such diverse fields as engineering, biological and physical sciences, and information and computer sciences – working alongside law, social sciences, business and social ecology. While strengthening the impact our research has on the world, we will also contribute to the economy of Orange County.
- *Explore the Human Experience.* With our philanthropic partners, we will further our understanding of the many forms that being human takes today while renewing our shared sense of humanity in this diverse, digital age. As we reimagine creativity, we will make art, culture and humanistic inquiry central to a UCI education.

As of January 2023, UC Irvine has raised \$1.45 billion and is on target to meet the \$2 billion goal. Additionally:

- 52,736 alumni have been engaged with the campus.
- 89,006 donors have given to the campus during the campaign, of which nearly 80 percent are first-time donors to UCI.
- More than 200 new scholarships, fellowships, and student awards have been created.
- Over 40 endowed chairs have been established to accelerate research and support faculty.
- More than 470 estate gifts and other planned gifts have been made.

## **CONCLUSION**

Today, UCI remains committed to building on its strategic plan as it renews its efforts toward meeting even more ambitious goals. UC Irvine will continue to grow with impact and intent – expanding its capacity to transform lives, elevate the student experience, and prepare future leaders; creating the partnerships that enhance its ability to serve the people; and forging best practices to sustain its efforts. UCI is grateful for the support it receives from the Regents, the State, donors, and its own employees. The campus’ efforts are steps toward ensuring that it continues to build a more brilliant future for the UC Irvine community, for the region, and for the world.

## **ATTACHMENTS**

[Attachment 1: UC Irvine Strategic Plan Refresh](#)

[Attachment 2: Irvine Section of UC’s 2022-28 Capital Financial Plan](#)