

Office of the President

TO MEMBERS OF THE ACADEMIC AND STUDENT AFFAIRS COMMITTEE:

ACTION ITEM

For Meeting of May 15, 2019

ESTABLISHMENT OF A SEVENTH UNDERGRADUATE COLLEGE, SAN DIEGO CAMPUS

EXECUTIVE SUMMARY

UC San Diego proposes the establishment of its Seventh College, an undergraduate residential college. Seventh College would take its place alongside the campus's six existing residential undergraduate colleges, each of which brings together aspects of academics, student affairs, and residential life to deliver general education, advising, co-curricular programming, and student support in relatively small undergraduate communities. Establishment of Seventh College is proposed as part of a larger plan to accommodate current and anticipated undergraduate enrollment growth. Due to unprecedented yield in the past several years, UC San Diego currently has around 30,000 undergraduates, which is already close to the 2035 target of 32,000. Without additional colleges, each college's enrollment would grow to over 5,300, much larger than was ever proposed for the residential college model and adversely affecting the capability of the campus to serve and support its students. The addition of a Seventh College would allow the campus to manage this enrollment growth in a way that ensures student success.

If approved, Seventh College would enroll its first class in fall 2020 and, by 2027–28, UC San Diego expects a steady state of 4,000 students to be enrolled with 1,750 of them housed in the college. Seventh College would therefore address current housing demand pressures and begin an effort to create capacity for an eventual four-year housing guarantee for undergraduates.

RECOMMENDATION

The President of the University recommends that the Academic and Student Affairs Committee recommend to the Regents that Section 15 (a) of the Academic Units and Functions, Affiliated Institutions, and Related Activities of the University, as provided for in Standing Order 110.1, be amended as follows:

Additions shown by underscoring

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10. Academic Colleges at San Diego

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(g) There is established at San Diego the Seventh College with undergraduate curricula leading to the degrees of Bachelor of Arts and Bachelor of Science.

BACKGROUND

UC San Diego currently has a system of six residential undergraduate colleges, each bringing together aspects of academics, student affairs, and residential life to deliver general education, advising, co-curricular programming, and student support in relatively small undergraduate communities. Each of these colleges is defined by an intellectual theme, which, for most of the colleges, is reflected in their college-specific general education requirements. Despite these themes, UC San Diego's colleges are not limited to particular disciplines or areas; students may pursue majors in any of UC San Diego's courses of undergraduate study while in any college. All general campus faculty are affiliated with one of these colleges, and each college has faculty from the full range of academic disciplines. The proposed Seventh Undergraduate College would be established in this context.

Meeting Campus and System Priorities

Establishment of Seventh College is motivated by the need to accommodate anticipated undergraduate enrollment growth. While UC San Diego's steady state has been projected at 32,000 undergraduate students by 2035, unprecedented yield in the past several years has the campus currently at around 30,000 undergraduates. Thus, for UC San Diego, the 2035 target is almost a reality now. Each of the existing six colleges has enrollments of around 5,000. Without an additional college, each college's enrollment would grow to over 5,300, thereby affecting the campus' ability to serve students. UC San Diego's undergraduate college system is the key framework through which students' learning and development are supported; adding Seventh College would allow the campus to manage this enrollment growth in a way that ensures student success.

If approved, Seventh College would enroll its first class in fall 2020. By 2027–28, UC San Diego expects a steady state of 4,000 students to be enrolled in Seventh College with 1,750 students to be housed in the college.

UC San Diego currently houses 11,593 undergraduate students (9,329 in colleges and 2,264 in non-college transfer student housing). The design capacity of the residential areas in the six colleges is 7,520, leading to an over-capacity of 1,809 students. Moreover, 2,210 lower-division students are housed outside their colleges, either in the transfer student housing facility or in other colleges. While moving towards a goal of total enrollment at each college to be 4,000 students, Seventh College represents an early phase of decompressing current housing demand at UC San Diego and building toward an eventual four-year housing guarantee for undergraduates. Housing for students in Seventh College would be located in UC San Diego's The Village, two high-rise facilities previously reserved for transfer students (new graduate student housing will have been constructed fall 2020, making available housing space that will be used to house these

and other transfer students). The conversion of The Village, which currently has a residential life space that is equivalent to the other colleges, to Seventh College housing would require no additional capital costs for the student housing portion of the transformation.

At the system level, establishment of Seventh College would support UC's goals for degree production and attainment. The multi-year framework presented to the Regents in 2018 and 2019 calls for UC producing 200,000 more degrees by 2030 and for ensuring the California dream is attainable by achieving 90 percent overall undergraduate graduation rates by 2030. Seventh College would accommodate 4,000 more students at UC while offering a student experience aimed at supporting student engagement and success. Moreover, Seventh College would pave the way for an Eighth Undergraduate College at UC San Diego, which is also needed to accommodate anticipated undergraduate enrollment growth without sacrificing students' experiences that lead to greater levels of degree attainment.

The six undergraduate colleges at UC San Diego have collaborated with other campus units in several efforts related to equity, diversity, and inclusion; for example:

- Resident Assistants undergo equity-minded training.
- Colleges partner with Student Affairs in the Success Coach Program and in advising Chancellor's Associates Scholars (this latter is a scholarship program designed to increase diversity).
- Several of the colleges have identity-based living and learning communities.
- All of the colleges contribute to the Summer Bridge Program.

Seventh College will similarly be expected to make equity, diversity, and inclusion a significant priority. In addition, the community-based capstone projects and high-impact practices requirements (see below) provide significant opportunities for Seventh College students to engage in research that advances equity, diversity, and inclusion.

Note that the colleges do not participate directly in the university's admissions process and do not have college-specific outreach programs. Rather, applicants rank their college preferences when applying to UC San Diego. Admitted students are assigned to colleges based on a variety of factors; these include applicant preference, holistic admissions scores, diversity, and space availability. Thus, the diversity of the Seventh College student body will be determined by this procedure. The overall diversity of UC San Diego's applicant pool results from the efforts of the central Office of Enrollment Management, which undertakes outreach to local, state, national, and international communities to encourage diverse students to apply. This is a campus-wide priority and all colleges are aligned with these goals—Seventh College will be no exception.

Academic Rigor

UC San Diego's undergraduate college system is characterized by unique intellectual themes, such as "sustainability" (John Muir College) and "social justice" (Thurgood Marshall College). The college theme serves as an important aspect of its identity; it is the conceptual framework for many of its activities. The theme for Seventh College will be "A Changing Planet." This theme is not only clearly aligned with the UC San Diego Strategic Plan's research theme, "Understanding

and Protecting the Planet,” but it also connects with at least two other themes within the campus’ Strategic Plan, “Enhancing Human Life and Society” and “Understanding Cultures and Addressing Disparities in Society.” This theme, however, would not limit the broad range of competencies and skills taught. At UC San Diego, general education is provided by the undergraduate colleges and the Seventh College would operate with the goal of a liberal arts education, established to prepare students for their future lives as active members of the workforce and thoughtfully engaged citizens of a global society. Accordingly, UC San Diego has identified 12 competencies to promote student success and development: critical thinking and problem solving; research ability; oral, written, and digital communication; teamwork and cross-cultural collaboration; understanding global context; leadership; innovation and entrepreneurial thinking; self-reflection; civic engagement and social responsibility; digital information fluency; career development; and professionalism and integrity.

While Seventh College would have required general education courses, like UC San Diego’s current colleges, it would replace the required sequence of core courses that is the mark of other colleges with a mix of breadth and capstone courses spread out throughout students’ academic careers. For incoming, first-time students, it would require ten breadth requirement courses (selected from departmental offerings and aligned with the college theme) and three capstone courses spread over four years. This framework assumes 14 four-unit courses (some of which may overlap with major coursework), which is roughly in line with the 1/3 ratio between general education and other coursework (i.e., 60 units out of 180) and adheres to the Divisional Academic Senate-approved general education guidelines.

Seventh College students would have the opportunity to pursue diverse modes of inquiry and liberal arts content that would come from courses in a variety of academic departments/academic disciplines (i.e., Arts, Humanities, Social Sciences, Natural Sciences, and Quantitative Reasoning). To ensure intellectual coherence and depth, while retaining sufficient selection to guarantee course availability, these courses would be curated around the College’s intellectual theme. The capstone courses will bring together modes of thought and content from both breadth courses and other coursework. These capstone courses would focus on inter-disciplinary approaches to complex problems and design thinking; they would provide a mix of individual and group work that entails significant writing and oral presentations; and students would be required to bring modes and content from their general education courses, their Diversity, Equity, and Inclusion course, and their coursework in the major. Some courses would focus more on writing and others on project-based group work. Regardless, the theme of each capstone course will be collaborative, interdisciplinary work confronting difficult problems. Finally, to round out the general education curriculum, a final, high-impact course would allow students to pursue their interests, selected from a variety of educational venues, e.g., a departmental capstone, internship, practicum, or study abroad. Thus, while the three capstones engage major and other coursework, the high-impact course allows for experiential work in the major or in other areas.

Financial Viability

Two sources of revenue would support Seventh College. First, a start-up phase for the College would precede fall 2020 with the hiring of a provost; deans of student affairs and advising; administrative support; and a Teaching Professor to establish the capstone program. UC San Diego expects the budget for this to be \$668,000, supported by campus core funding. Second, after the infrastructure for the College has been built, the administration, academic program, and student affairs staffing would be supported by the campus core funds (State, tuition and student service fees). At a steady state of 4,000 students, the students in Seventh College would generate approximately \$50 million in resident tuition, non-resident supplemental tuition, and State support to the campus. (UC San Diego's long-term goal is for all of its undergraduate colleges to enroll 4,000 students, and currently all the existing colleges exceed this mark. All of UC San Diego's colleges enrolled close to or over 5,000 students in 2018–19. Thus, in terms of total undergraduate headcount, UC San Diego can populate Seventh College without the other six colleges seeing a drop in enrollment below the 4,000 mark.) Roughly seven percent of that revenue would be needed to support the core-funded portion of College. The residential life program would be supported by student housing income and would be included in the housing fees charged to residents of campus housing.

Review and Approvals

The proposal for the Seventh College has been reviewed and recommended for approval on the UC San Diego campus and subsequently at the Office of the President (UCOP), following all required procedures. These rigorous procedures involve committees of the Academic Senate on the campus and systemwide, and the responsible academic leaders at UC San Diego and UCOP, culminating with the recommendation for approval from Chancellor Khosla and, finally, President Napolitano.