

Office of the President

TO MEMBERS OF THE ACADEMIC AND STUDENT AFFAIRS COMMITTEE:

ACTION ITEM

For Meeting of May 18, 2022

ESTABLISHMENT OF AN EIGHTH UNDERGRADUATE COLLEGE, SAN DIEGO CAMPUS

EXECUTIVE SUMMARY

UC San Diego proposes the establishment of its Eighth College, an undergraduate residential college. Eighth College would take its place alongside the campus' seven 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 Eighth College is proposed as part of a larger plan to accommodate current and anticipated undergraduate enrollments.

If approved, Eighth College would enroll its first class in Fall 2023. By 2026-27, UC San Diego expects a steady state of 4,000 students to be enrolled in Eighth College with about 2,000 of these students housed in the college. Eighth College would therefore address current housing demand pressures and be the beginning of 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 7 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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7. Academic Colleges at San Diego

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(h) There is established at San Diego the Eighth 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 seven 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 Eighth College would be established in this context.

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 proposed theme for Eighth College is "Engagement and Community." This theme is not only clearly aligned with the UC San Diego Strategic Plan's research theme, "Understanding Cultures and Addressing Disparities in Society," but it also connects with at least two other themes within the campus' Strategic Plan, "Enhancing Human Life and Society" and "Understanding and Protecting the Planet." 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 Eighth 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 Eighth College will have required general education courses, like UC San Diego's current colleges, it will replace the required sequence of core courses that is the mark of other colleges with a mix of breadth and Engagement 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 four Engagement 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 one-third 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.

Eighth 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 and

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. Three lower-division Engagement courses will provide scaffolding in anti-racist thought and critical community engagement as preparation for the upper-division community engagement project course. Taken together, the general education curriculum brings together modes of thought and content from both breadth courses and other coursework. The Engagement courses, in addition to discussing aspects of structural racism and critical community engagement, would focus on inter-disciplinary approaches to complex problems; they would provide a mix of individual and group work that entails significant writing and oral presentations; and students would be required to bring content from their general education courses, their Diversity, Equity, and Inclusion course, and their other coursework into the major. Some courses would focus more on writing, others on project-based group work. Finally, to round out the general education curriculum, a capstone course would allow students to participate in a community-based project. The lower-division engagement courses provide scaffolding to prepare students for engaging in community-based projects in ways that partner with communities; the capstone course will offer experiential opportunities for critical service learning.

Meeting Campus and System Priorities

Enrollment

Establishment of Eighth College is needed to accommodate existing and anticipated undergraduate enrollments. 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 resulted in the campus being close to that target. Thus, at UC San Diego, there is the need to expand capacity. Six of the existing colleges each has an enrollment of over 5,000 (Seventh College, welcoming its inaugural class in 2020, has not yet reached steady state). Without an additional college, college enrollments will be much larger than was ever proposed for the residential college model and will adversely affect the capability of the campus to appropriately serve and support its students. The campus believes that enrollments at around 4,000 represent the right size for each college. UC San Diego's undergraduate college system is the key framework for supporting students' learning and development; adding Eighth College is intended to allow the campus to manage this enrollment growth in a way that ensures student success.

Degree attainment

Establishment of Eighth College will help UC San Diego contribute to the UC system'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. Eighth College would accommodate 4,000 students at UC while offering a student experience aimed at supporting student engagement and success. By decompressing the numbers of students in each of the colleges, Eighth College allows the campus to accommodate anticipated

undergraduate enrollment without sacrificing students' experiences designed to result in improved levels of degree attainment.

Housing

If approved, Eighth College would enroll its first class in Fall 2023. By 2026-27, UC San Diego expects a steady state of 4,000 students to be enrolled in Eighth College with about 2,000 students to be housed in the college.

In November 2020, the UC Regents approved the budget, scope, design, and environmental analysis for the future home of Eighth College, the Theatre District Living and Learning Neighborhood.¹ Currently under construction, this project is set to open in Fall 2023. It will provide approximately 2,000 undergraduate student beds, plus 50 beds for resident advisors and live-in staff, for a total of 324 total units (574,000 assignable square feet). The project will also provide 71,000 square feet of non-residential space including flexible classrooms, offices, campus meeting spaces, a student dining hall, and a restaurant for the campus community and Theater District patrons. The new teaching spaces, with flexible configurations designed for active learning, will help alleviate a campus classroom shortage caused by recent enrollment growth. Additionally, there will be 1,500 square feet for convenience retailers focusing on student needs. Together with the housing, the project would total approximately 645,000 assignable square feet and 929,000 outside gross square feet. The project includes five buildings on 5.5 buildable acres.

UC San Diego currently houses 12,475 undergraduate students (about 39 percent of the undergraduate population; 10,387 in colleges and 2,088 in non-college transfer student housing). During the pandemic, housing was "de-densified" by removing triple-occupancy rooms. This has led to the elimination of UC San Diego's two-year housing guarantee for lower-division students. While some triple-occupancy rooms will be introduced in 2022-23, these are largely offset by construction in other housing areas. Eighth College represents part of the plan to right-size housing and housing demand at UC San Diego and building toward an eventual four-year housing guarantee for undergraduates. With the additional beds afforded by Eighth College and other housing development plans, the campus is looking to offer housing to both lower- and upper-division students with a four-year housing guarantee.

Diversity

The seven existing undergraduate colleges at UC San Diego have collaborated with other campus units in several efforts related to equity, diversity, and inclusion including:

- Resident Assistants undergo equity-minded training.
- Colleges partner with Student Affairs in the Success Coach Program and in advising Chancellor's Associates Scholars (a scholarship program designed to increase diversity).

¹ UC Board of Regents, "Item F9: Budget, Scope, and External Financing Following Action Pursuant to the California Environmental Quality Act, Theatre District Living and Learning Neighborhood, San Diego Campus," November 18, 2020, <https://regents.universityofcalifornia.edu/regmeet/nov20/f9.pdf>

- Several of the colleges have identity-based living and learning communities.
- All of the colleges contribute to the Summer Bridge Program.
- Each college is re-examining its general education curriculum to better address structural racism.

Eighth College will similarly be expected to make equity, diversity, and inclusion a significant priority. Indeed, its Engagement and Community theme and a general education curriculum centered around addressing structural racism makes social justice a cornerstone of its academic program. In addition, the community-based project course (see below) provides significant opportunities for Eighth 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 Eighth 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—Eighth College will be no exception.

Financial Viability

Two sources of revenue would support Eighth College. First, a start-up phase for the college would precede Fall 2023 with the hiring of a Provost; deans of student affairs and advising; administrative support; and a Teaching Professor to establish the Engagement Program. UC San Diego expects the budget for this start-up phase to be around \$700,000, supported by campus core funding. Second, after having built the infrastructure for the college, the administration, academic programs, and student affairs staffing would be supported by campus core funds (state, tuition and student service fees). As a point of comparison: at a steady state of 4,000 students, the students in Eighth College would generate approximately \$70 million in resident tuition, non-resident supplemental tuition, and state support to the campus; the incremental core fund cost increase for operating Eighth College (instead of including those same students within the other seven colleges) is about \$945,000, just over 1 percent of that revenue. The residential life program would, per typical practice, 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 Eighth College has been reviewed and recommended for approval on the UC San Diego campus and subsequently by the UC system (the systemwide Academic Senate and the Office of the President), 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 UC Office of the President, culminating with the recommendation for approval from the UC San Diego Chancellor and from the UC President.