

Office of the President

TO MEMBERS OF THE ACADEMIC AND STUDENT AFFAIRS COMMITTEE:

DISCUSSION ITEM

For Meeting of September 20, 2023

UPDATE ON OFF-CAMPUS OPPORTUNITIES

As part of the UC 2030 Capacity Plan, the University seeks to expand enrollment by over 23,000 undergraduate and graduate students, the size of another UC campus, without the delays and costs associated with building a new campus. Several UC campuses are electing to meet these goals by expanding existing or creating new satellite operations—an approach that also advances the UC 2050 plan recommendation to reimagine how and where UC happens. This item will share some of these ongoing, planned, or potential UC off-campus opportunities.

BACKGROUND

The UC 2030 Capacity Plan proposes to grow State-supported enrollment by 23,000, equivalent to adding another UC campus, but without the substantial time or investments needed to build one. For example, 35 years after the Board of Regents' decision to open UC Merced, the campus now enrolls approximately 9,100 students or 40 percent of the proposed 23,000 growth in state-supported undergraduate and graduate students planned over the next six years.

Existing UC campuses are considering non-traditional ways to expand capacity by increasing off-campus enrollment. Prior discussion items have highlighted off-campus opportunities like education abroad (e.g., Global Start) or academic/ internship programs in system-wide institutions like UC Washington Center (UCDC) and the UC Sacramento Center.

Another exciting alternative involves the development of UC satellite operations to increase capacity, expand geographic reach, and meet regional workforce needs. This approach also furthers a UC 2050 plan recommendation to “reimagine how and where UC happens by expanding UC’s impact to every corner of California in terms of educational opportunities, research opportunities, health care delivery, and regional transformation and revitalization.”

Below are various approaches UC campuses have developed or are considering for satellite operations.

Off-campus Research Parks

Several UC campuses are establishing off-campus research parks to attract funding, partner with industry, and support business creation. Some UC campuses are examining ways to expand

educational opportunities at these locations, including short-term undergraduate experiences or self-contained graduate programs.

UC Davis’s Aggie Square (launched)

Aggie Square will be an innovation hub expanding on the existing location of UC Davis Medical Center in the heart of Sacramento. It is a multi-phase development that will be home to research programs, private industry partners, classrooms, student housing, and public-facing programs that engage local communities and entrepreneurs. UC Davis is planning a new self-supporting master’s degree program in Medical Device Development that will be located at Aggie Square where it has both classroom and maker space. Aggie Square will foster development of creative new programs, increase campus and community engagement, and contribute to a pipeline of academic and workforce development.

Undergraduates will be able to experience Aggie Square through the Quarter at Aggie Square program, where multiple cohorts of students will experience high-intensity instruction and experiential learning. The program continues to grow, with a goal of offering four cohorts each academic quarter along with summer opportunities. Each cohort enrolls up to 25 students and program examples include:

- Multilingual education for California (spring 2023)
- Health care politics and policy (fall 2023)
- Plants, people, and the planet (fall 2023)
- Biomedical engineering at the health campus (fall 2023)
- Advancing health care equity (winter 2024)
- Immigrants, refugees, and human rights (winter 2024)
- Transformative justice studies in Sacramento (winter 2024)

	Fall	Winter	Spring	Summer
2021-22 Enrolled	14	14	15	
2022-23 Capacity	40	50	25	
2023-24 Capacity	65	75	75	25
2024-25 Capacity	90	100		50

Each program emphasizes the connection between experiential learning (e.g., internships, research, and creative activity) and academic coursework. An example of the Quarter in Aggie Square Immigrants, Refugees, and Human Rights programming can be seen in Figure 1.

Figure 1: Immigrants, Refugees, and Human Rights winter 2024 programming

Courses and Schedule			Internship or Service Learning
<ul style="list-style-type: none"> • POL 104: California State Government & Politics (4 units) • SOC 104 / IRE 104: International Migration (4 units) • POL 192 / IRE 192: Internship or service learning (3-6 units) • POL 198: Guest speaker series (2 units) 			<p>Students will work with Sacramento based organizations on outreach and advocacy for immigrants and refugees. These include:</p> <ul style="list-style-type: none"> • UC Davis Immigration Law Clinic • Refugee Programs Bureau, California Department of Health and Human Services • REDA: Refugee Enrichment and Development Association • MALDEF: Mexican American Legal Defense and Educational Fund • USCIS: United States Citizenship and Immigration Services • World Relief • FUEL: Sacramento Family Unity, Education and Legal Network • SACT: Sacramento Area Congregations Together
Course	Tuesdays	Thursdays	
IRE 104/Soc 104	2:00 pm to 4:00 pm	2:00 pm to 4:00 pm	
Pol 198	5:00 pm to 7:00 pm		
Pol 104		5:00 pm to 8:00 pm	
Internships and Service Learning as scheduled			

In the longer term, the campus is exploring living/learning spaces, collaborations with workforce development and other educational institutions, and pathways to five-year programs with additional education in health, biological sciences, and innovation at Aggie Square.

UC Berkeley’s Moffett Field (new opportunity)

At the July 17, 2019, UC Board of Regents Finance and Capital Strategies Committee meeting, UC Berkeley presented a mixed-use development of up to 36.2 acres at Moffett Field in Mountain View, California. The vision is to create a state-of-the-art research and education hub to shape the future of technology and innovation that advances the University’s education, scientific research, and public service purposes, along with NASA’s mission to pioneer the future in space exploration, scientific discovery, and aeronautics research. The development would be anchored by public and private research facilities, new academic programs, housing, and retail that support the connection between students, faculty industry partnership and NASA.

Moffett Field will be developed without central campus investment and is conceptualized to avoid taking resources away from UC Berkeley’s core activities. It will be constructed in phases with initial development dedicated to an industry research park that could yield lease income that could then support future infrastructure development. Extension programs and increased research contracts could provide further financial support.

A UC Berkeley faculty steering group has evaluated academic opportunities at that location and found it could become a major asset in supporting an aerospace program, especially with NASA’s renewed interest in space exploration. There could also be an opportunity for collaboration and infrastructure leveraging Berkeley’s Space Science Laboratory, the campus’ largest organized research unit. Accordingly, UC Berkeley signed a land-lease agreement for the plot at Moffett Field.

In a related development, UC Berkeley College of Engineering established a new aerospace engineering major. The full undergraduate program will include a Bachelor of Science degree in aerospace engineering, with requirements that will allow students to pursue a double major combined with another engineering major as well as a minor in aerospace engineering. Launching in fall 2022, the program had an inaugural cohort of 40 students and could expand to

200 students within four years. Student interest in the subject is already high, with at least 300 actively involved in aerospace-related clubs on the Berkeley campus.

Furthermore, Berkeley selected an Associate Provost for Moffett Field Program Development within the College of Engineering. The Associate Provost is responsible for supporting the Provost in defining the overall operation and strategic directions of the site and program and ensuring that the joint venture provides UC with teaching and research capabilities that advance the University's mission, enhancing partnership opportunities with NASA and industrial research partners. This effort will most likely include the part of the aerospace engineering program that will grow at the Moffett Field location.

Joint Partnerships

The University of California is considering ways to create partnerships with other institutions and within the system, particularly when those partnerships can expand UC's geographic reach and meet regional needs. This approach has been a critical way to increase health care professionals in underserved regions, including the San Joaquin Valley.

UCSF Fresno (in operation)

Established in 1975, UCSF Fresno was created as a graduate medical education campus of the UCSF School of Medicine with support from the State Legislature and the Veteran's Administration to address the severe shortage of physicians in California's San Joaquin Valley.

Today, UCSF Fresno is the largest academic physician training program between Sacramento and San Francisco to the north and Los Angeles to the south. Each year, the program trains about 300 physicians and 300 rotating medical students including students in the UCSF San Joaquin Valley Program in Medical Education (SJV PRIME).

As a regional campus of UCSF, UCSF Fresno carries out its training and patient care through a network of affiliated partners. Physicians-in-training at UCSF Fresno experience a wide variety of settings, ranging from rural hospitals and clinics, health agencies and programs, faculty physicians' offices, remote wilderness settings, to one of California's busiest emergency rooms and the region's only Level 1 trauma and burn center.

UCSF Fresno and SJV Prime+ (in operation, expansion potential)

UCSF and UC Merced are partnering on a pathway program to increase the supply of doctors trained in the San Joaquin Valley where students receive a BS degree from UC Merced and a MD from UCSF's San Joaquin Valley-Programs in Medical Education (SJV-PRIME) program. SJV PRIME offers interested medical students the unique opportunity to work in the San Joaquin Valley with highly underserved populations at the individual and community levels. It incorporates the unique expertise of UCSF, UC Merced, and UCSF faculty at UCSF Fresno, as researchers, educators, and leaders in the field of health care in the Valley.

Students will spend the first four years at UC Merced earning their bachelor's degree, followed by one and a half years of pre-clinical training at UC Merced where they will receive a classroom-based medical school curriculum and two and a half years of clinical clerkship through UCSF Fresno.

The plan is to enroll four classes of 12 M.D. students each at UC Merced and UCSF Fresno for a total enrollment of 48 students. There will also be four classes of 12 undergraduate students at UC Merced for a total enrollment of 48 students. There are opportunities to grow this program which eventually could become an independent medical school in the San Joaquin Valley.

UC Extension Operations and Downtown Centers

UC Extension operations are often located off-campus and need to be self-supporting. Some UC campuses are either using Extension operations as satellite operations to test the market and manage a space that could also include traditional academic programs or students completing internships or other place-based studies.

UC Riverside Palm Desert Center (in operation, expansion potential)

UC Riverside's Palm Desert Center has been active in the Coachella Valley since 2005. In addition to serving as a base for research programs, it houses UC Extension continuing education programs. The Center also offers a Master of Fine Arts (MFA) in Creative Writing and Writing for the Performing Arts. It is a unique seven quarter low residency program that provides writers with a path toward publication and production in all genres of writing including fiction, nonfiction, poetry, and screenwriting. Students explore multiple genres, allowing for a cross-disciplinary approach that is ideal for writers seeking the artistic latitude to move fluidly within the field.



The Palm Desert Center used to offer a master's degree in business administration, but the program was terminated because it was not financially sustainable. The campus is looking at other opportunities for the site that could be self-supporting, such as a potential opportunity to support UCR medical school programs (e.g., outpatient clinics).

UC San Diego Blue Line Strategy, including Park and Market (new opportunity with expansion potential)

The UC San Diego Blue Line Strategy expands access to the main campus by identifying unique property acquisition opportunities along public transit corridors that provide connections to the La Jolla and Hillcrest campuses.

Redevelopment of the downtown Hillcrest campus allows expansion of clinical practice sites for graduate medical students and undergraduate research experience sites. Other opportunities along the Blue Line include development of pipeline programs to increase student access;

classroom space and future growth for Extended Studies; and multi-family and other housing options for faculty, staff and student.

In spring 2022, UC San Diego at Park and Market, a four-story, 66,750-square-foot structure downtown, opened in downtown San Diego. The trolley line facilitates movement between main campus and this satellite center, bringing UCSD into the downtown urban environment and serving as a place of convergence of academic, community, and business partners.

In the building, resident partners include academic units (e.g., School of Public Health), administrative offices, and organizations aligned with the mission of the San Diego campus. The shared space opens opportunities for new research, experiential activities for students, and a better understanding of community needs. Work is under way to realize the potential to enable students in key majors (e.g., Education, Urban Studies, Theatre and Dance) and the undergraduate Colleges to complete capstone or community-based research and activities. This facility is expected serve an important role for the newest undergraduate college, Eighth College, to realize its theme of Engagement and Community.

In addition, the resident partners offer opportunities for community-based experiential activities. The building is connected to the IT infrastructure of the campus and through state-of-the-art audiovisual equipment, allowing for events to be broadcast from one place to the other, enabling students at the La Jolla campus to benefit from activities at the downtown center and vice versa.

UC San Diego Extended Studies offers events, training programs, and educational classes at Park and Market. An extensive set of events and short-term programs geared to K–12 students and teachers serve UCSD’s goal of increasing the diversity of its applicant pool. The location of the building makes it possible for students from underserved communities to participate more fully in those events, enabled by the availability of public transportation. The downtown center has thus far emphasized events and community partnerships.

UCLA Downtown (new opportunity)

In June 2023, UCLA purchased the historic Trust Building, an 11-story property in downtown Los Angeles. UCLA Extension, which provides continuing and professional education to thousands each year and has had a footprint in downtown for more than a century, will anchor at this location.

UCLA’s newly expanded presence downtown will bolster the work the campus has been doing in the area for years, ranging from health clinics to a labor center. Downtown has also been the setting for scores of UCLA research and arts initiatives, service projects, internships, and experiential learning programs that have deepened the campus’s connections with local communities and organizations and benefited Bruins and downtown residents reciprocally. The recently renovated building possesses significant square footage that could be converted into classrooms and research, office, and social spaces.

Beyond advancing UCLA's regional goals, the new downtown site will aid the University of California in achieving its 2030 systemwide goals of significantly growing enrollment. The site could eventually accommodate more undergraduate and graduate students with possible housing nearby. During the UC 2030 capacity plan discussion, the campus also mentioned it was in early stages of Quarter in LA internship program, with courses focused on the city's history, culture and critical issues and networking and leadership development.

Mergers or Acquisitions

Multiple UC campuses have considered or been approached about merger or acquisition opportunities, but most have not come to fruition, such as UC Berkeley and Mills College, UC Santa Cruz and the Monterey Institute of International Studies, and UC San Diego and Western Law School. While partnerships with other institutions are more likely, particularly with joint degree programs, UCLA has one recent example of an acquisition of a local private college.

UCLA's purchase of Marymount California University (new opportunity)

In January 2023, UCLA acquired two sites associated with Marymount California University (MCU) in Rancho Palos Verdes and San Pedro, 30 miles south of Westwood. This expansion, representing the largest land acquisition in UCLA's history, was approved by the UC Board of Regents in September 2022.

MCU ceased operations earlier in 2022 due to rising costs and declining enrollments. While there was intense interest in the properties from residential developers, UCLA and MCU reached an agreement largely because of their shared educational purpose. (This is often an outcome driven by the desire by surrounding communities to stick with the original purpose expressed in zoning regulations that require educational use.)

The campus has appointed and charged a Joint Task Force on the Academic Mission of UCLA Campus Expansion to discuss plans for this acquisition. The task force is leading a process of ideation and consultation to conceptualize an academic program for the campus expansion and hosting town halls to elicit ideas from campus stakeholders. Program ideas being considered are driven by UCLA's academic vision and its deep commitment to inclusive excellence, financial feasibility, and UC 2030 enrollment goals. One estimate is that MCU could accommodate 1,000 students and potentially house half of them on the residential property. In addition, opportunities for co-curricular and summer programs (e.g., Leadership Academy) are also being considered.

UC Berkeley Richmond Field Center (existing location, no immediate plans)

UC Berkeley may also consider potential plans to develop one of its land parcels in Richmond to expand capacity for more students and research.

Regional Opportunities

UC campuses have multiple satellite operations, with some campuses making a concerted effort to consider how to leverage them to advance teaching, research, and public service goals and support regional needs.

UC Santa Cruz Networked Campus (existing operation with expansion potential)

UC Santa Cruz describes itself as a networked campus that envisions a multi-site approach to provide education and research opportunities through physical and remote locations, including the Silicon Valley Center, Scotts Valley Center, Westside Research Park, Coastal Science Center, and Monterey Bay Education, Science, and Technology Center (MBEST).

The Westside Research Park and Coastal Science Campus satellite operations are in relatively close proximity to the main campus.

The Silicon Valley Campus offers four Baskin School of Engineering professional master’s programs, University Extension and UC Scout, and Smarter Balanced programming.

MBEST Research Park in Marina has development potential as a regional hub for collaborative research, economic development, and workforce training.



Recognizing space constraints for on-campus education and research programming, the campus uses the Scotts Valley Center for business and office functions.

CONCLUSION

Satellite operations are one strategy to achieve UC 2030 capacity plan and UC 2050 institutional growth plans. These operations require careful deliberation to ensure financial sustainability, advance institutional goals, and meet regional needs. UC campuses are engaged in efforts to examine these off-campus opportunities, along with other non-traditional means, as part of the overall campus strategy to expand capacity and geographic reach.

Some California cities, like San Francisco or Chula Vista, have expressed interest in having the University of California establish or expand operations into their localities. But these can be costly propositions depending on the scope of services, facilities, and personnel needed. For example, UC launched its first off-campus studies program in 1974 at UC Santa Barbara’s Ventura Center. But in 2009, the campus had 65 students enrolled in programs and had to close the Ventura Center because of financial constraints.

Satellite operations are most often organized as self-supporting enterprises, relying on non-State support like program fees, research funding, or philanthropy. They are developed to advance institutional goals but often will not have the same amenities or brand as the main campus and therefore need to provide unique experiences or opportunities to attract students, such as small cohort experiences.

There may be additional factors campuses need to consider when merging or acquiring other institutions or satellite locations. The Education Advisory Board reviewed of hundreds of mergers and acquisitions and identified the following factors to consider:

- Lead with strategy: does the merger or acquisition needs to fit with campus goals?
- Strategic asset: is there a value-add for both institutions or differing/overlapping strengths (e.g., expansion of degree, programmatic, or course offerings)?
- Buy rather than build into new markets: can it serve as a cost-effective way to diversify and grow enrollment?
- Risk to brand and reputation: does it strengthen or harm an institution’s brand and how may the other institution’s reputation impact enrollment, alumni, or local communities?
- Shared governance: will there be challenges in combining faculty, programs, and/or courses?
- Accreditation: is the other institution accredited or will it require additional review?
- Few deals of true equals: what are the costs and benefits—for example, what deferred maintenance or debt may a campus inherit?
- Politics: will State or local leaders rally behind or obstruct the merger or acquisition and are there ways to gain legislative support?

These are considerations to be borne in mind as the University considers the best avenues for expansion, in line with the commitments UC has made in the Compact and goals expressed in the UC 2030 and UC 2050 plans.

KEY TO ACRONYMS

MBEST	Monterey Bay Education, Science, and Technology Center
MCA	Marymount California University
MFA	Master of Fine Arts
SJV PRIME	San Joaquin Valley Program in Medical Education
UCSF	UC San Francisco