



UC Santa Cruz, Kresge College Academic Center

UC SANTA CRUZ

Photo Credit: Jason O'Rear

Santa Cruz Campus Capital Program

UC Santa Cruz is a globally recognized university known for high impact research, innovation and creativity. Since its founding in 1965, it has drawn students, faculty, and staff who are deeply committed to social justice and environmental sustainability. Its distinctive residential college system fosters belonging, academic support, and community. Offering students an array of transformative hands-on educational experiences, UC Santa Cruz stands apart as a university like no other.

16
Active
Projects

\$935M
Active Projects
Investment

5
Completed
Projects
(FY 2024–25)

\$17M
Completed
Projects
Investment

CFP Identified Funding

\$1.7 billion in Capital Plan

Campus Priorities

- **Expand housing for students and employees**
- **Upgrade and develop new research and teaching facilities**
- **Create vibrant student support and community spaces**

Key Metrics

- Targeting 2,000 new student beds by 2031
- \$3.0 billion currently unfunded

Santa Cruz Campus Capital Program

Balancing Capital Priorities

UC Santa Cruz’s capital program is driven by a bold vision to create a more sustainable, inclusive, and student-centered campus.

The campus continues to balance its key priorities along with much needed investments in decarbonization and electrification, seismic upgrades, deferred maintenance, and the renewal of aging infrastructure. Proposed projects will lay the foundation for a resilient, forward-looking campus aligned with the 2021 Long Range Development Plan.

EXHIBIT 61. Completed Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	5	-	-	5
	100%	-	-	100%
Total Budget	\$17M	-	-	\$17M
	100%	-	-	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.

Campus Context

Strategic Growth in a Complex Setting

Capital projects at UC Santa Cruz face significant challenges due to the campus’s remote setting, unique environment (including complex topography and geology), and an increasingly constrained budget environment. Nestled within a redwood forest and coastal ecosystem, development must carefully balance growth with environmental stewardship and regulatory compliance. These constraints often result in longer project timelines, increased permitting complexity, and higher construction costs. Compounding these challenges are economic pressures, including inflation, limited state funding, and reliance on uncertain sources such as gifts and grants. Despite these hurdles, the campus continues to advance a focused capital strategy centered on its most pressing priorities.

Recent Accomplishments

Living and Learning in Nature: Kresge College's Bold Renewal

Kresge College at UC Santa Cruz is in the midst of a major revitalization that honors its original character and embraces a forward-looking design. The project supports campus growth while staying true to Kresge’s distinctive architectural character and natural setting. The siting of the Academic Center and the three new residence halls complement the vibrant academic environment and UC Santa Cruz’s commitment to integrating living and learning into the surrounding nature.

Project Highlights

- New Academic Center and three five-story residence halls opened in Fall 2023.
- Kresge's total footprint expands from 133,000 to 200,000 square feet.
- Will accommodate nearly 600 additional students upon completion of Phase 2, with additional study areas and social lounges, a town hall, and student support space.
- Designed by Studio Gang, building on the legacy of original architects Moore and Turnbull

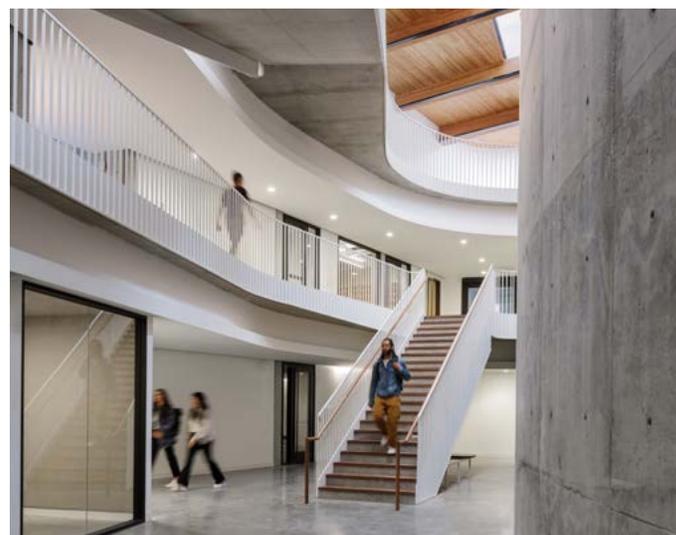


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UC Santa Cruz, Kresge College Academic Center

Santa Cruz Campus Capital Program

Active Campus Projects

Addressing Critical Needs

UC Santa Cruz currently has 16 active, major capital projects focused on addressing critical campus priorities, including:

- Kresge College Non-Academic delivering 600 new student beds, student support space, and key circulation infrastructure.
- Student Housing West Hagar Development providing 120 housing units and a new childcare facility.
- Westside Research Park A/B Renovations delivering research and office space for engineering and physical science programs.
- Bay Tree Bookstore Renovation for Student Services creating a vibrant hub for student support and community engagement in the heart of campus.
- Heller Student Housing (formerly Student Housing West Heller Development), which will deliver nearly 2,400 new beds.



UC Santa Cruz, Kresge College Residential Hall

EXHIBIT 62. Active Projects Distribution by Budget Category

	Budget \$1M - \$10M	Budget \$10M - \$20M	Budget > \$20M	Total
Total Number	7	2	7	16
	44%	12%	44%	100%
Total Budget	\$22M	\$28M	\$884M	\$935M
	3%	3%	94%	100%

Note: Because of rounding, some totals may not correspond with the sum of the separate parts.

Seismic Snapshot

Evaluations Completed, \$423 Million in Needed Seismic Improvements

At the end of FY 2024-25, 144 campus buildings totaling approximately 1.68 million GSF have a non-compliant Seismic Performance Rating (V or greater) requiring seismic improvements at an estimated cost of \$547 million. Priority Group A buildings have an estimated seismic compliance capital need of \$202 million. UC Santa Cruz continues assessing facilities to refine seismic priorities and plan future improvements.

Restoration and Renewal Snapshot

Critical Funding Needed for Sustained, Long-Term Progress

UC Santa Cruz has over \$557 million in high-priority restoration and renewal projects identified through the Integrated Capital Asset Management Program. Whenever possible, renewal work has been completed as part of larger capital projects and the campus continues investing in urgent issues. Identified funding for restoration and renewal is insufficient to make sustained, long-term progress that addresses the full scope of campus infrastructure needs.

Photo Credit: Jason O'Rear

Santa Cruz Campus Capital Program

Continued Challenges and Uncertainty

UC Santa Cruz has identified significant capital needs totaling \$4.6 billion to support both current enrollment and anticipated future growth. \$3.0 billion is associated with projects for which potential funding sources have not been identified, while \$1.7 billion has potentially identified sources including state funds, campus funds, debt financing, and external contributions.

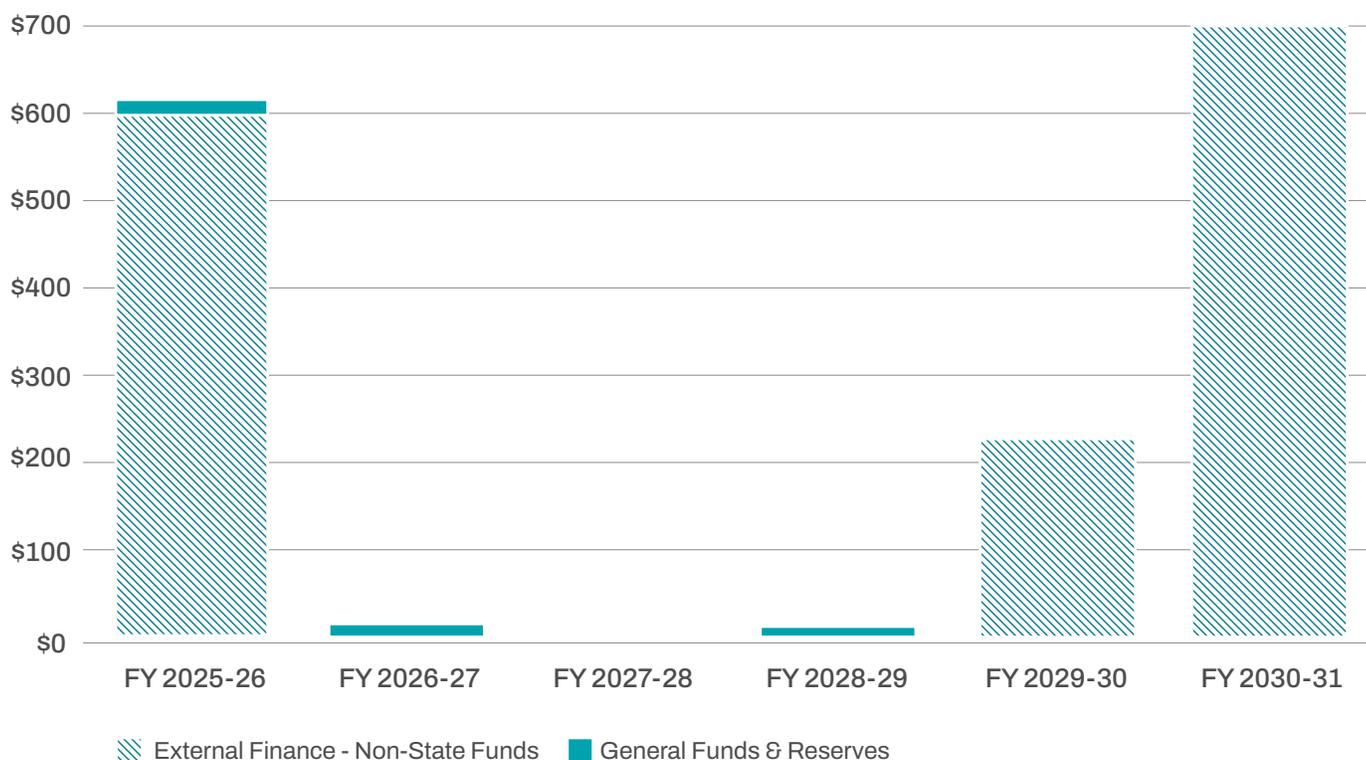
While these projects have an anticipated funding plan, funding is not guaranteed, particularly for sources dependent on external entities. The campus continues to face a highly challenging construction environment, marked by inflation, labor and material shortages, and supply chain disruptions. These conditions contribute to a high degree of uncertainty and as such, careful planning and flexibility remain critical to advancing capital priorities.

Critical Priorities Remain Unfunded

Critical priorities include expanding student and employee housing, addressing severe shortages in research and instructional space, enhancing student support facilities, and strengthening infrastructure through decarbonization and essential upgrades to aging systems.

Approximately 64% (\$3.0B) of proposed capital projects lack identified funding while 36% (\$1.7B) of proposed capital projects are expected to seek external financing. Many of the projects seeking external financing are CHES housing projects with a distinct internal revenue stream separate from the central campus.

EXHIBIT 63. Proposed Capital Program Fund Sources (\$Ms)



Santa Cruz Campus Capital Program



Project Highlight

UC Santa Cruz completed a major renovation and expansion of the Rachel Carson College Kitchen and Dining Room, modernizing the campus's least modern dining facility originally built in 1990. This project supports the campus's capital renewal goals and addresses growing demand from new student housing on the west side of campus. The transformation increased indoor seating from 277 to 450, and outdoor seating from 70 to 100. Improved kitchen functionality increased food production from 700,000 to 900,000 meals annually. The new display kitchen highlights fresh, made-to-order food and introduces new amenities, including a rotating demonstration bar and bakery.

Designed for a vibrant student experience, the facility features terraces, flexible gathering spaces, and panoramic Monterey Bay views. The bold, pitched roof echoes the nearby historic college, while new pathways enhance campus connections. Emphasizing sustainability, in honor of Rachel Carson, the project includes passive cooling, rainwater reuse, native landscaping, and oak habitat preservation to promote ecological health.

PROJECT NAME

**Rachel Carson College
Dining Expansion**

TYPE

Dining Commons

GSF

19,300

COMPLETION

2023

COST

\$36M

ARCHITECT

MITHUN

STATUS

Completed