

AGENDA

ASSEMBLY BUDGET SUBCOMMITTEE NO. 2 ON EDUCATION FINANCE

Assembly Member Kevin McCarty, Chair

TUESDAY, DECEMBER 1, 2015
1:30 PM – KING HALL, UNIVERSITY OF CALIFORNIA DAVIS

UC CAMPUS BUDGET AND ENROLLMENT ISSUES

I. OPENING REMARKS

Assembly Member Kevin McCarty, Chair

Committee Members

Legislative Guests

II. WELCOME TO CAMPUS

Ralph Hexter, Provost and Executive Vice Chancellor

III. STUDENT PERSPECTIVE

Mariah Watson, President, Associated Students of UC Davis

IV. UC DAVIS BUDGET AND ENROLLMENT

Ralph Hexter, Provost and Executive Vice Chancellor: *UC Davis Budget and Enrollment Overview*

Kelly Ratliff, Senior Associate Vice Chancellor for Finance and Resource Management: *The UC Davis Budget Model*

Tim Maurice, Chief Financial Officer, UC Davis Health System: *Medical Center Overview*

Walter Robinson, Associate Vice Chancellor for Undergraduate Admissions and Enrollment: *Enrollment Planning and Student Success*

V. UC MERCED BUDGET AND ENROLLMENT

Daniel M. Feitelberg, Vice Chancellor for Planning and Budget: *UC Merced Budget Overview*

Charles Nies, Vice Chancellor for Student Affairs: *UC Merced Enrollment Planning and Student Success*

VI. PUBLIC COMMENT

6440 UNIVERSITY OF CALIFORNIA DAVIS OVERVIEW

First opened in 1908, the University of California Davis now enrolls more than 36,000 students. UC Davis includes 4 colleges - Agricultural and Environmental Sciences, Biological Sciences, Engineering, Letters and Science – and 6 professional schools - Education, Law, Management, Medicine, Veterinary Medicine and the Betty Irene Moore School of Nursing. UC Davis receives more than \$4 billion in revenue.

This hearing is intended to continue the subcommittee's work reviewing UC budget and enrollment issues. Whereas past hearings scrutinized the UC budget as a whole, this hearing will focus on one campus - Davis. Testimony also will include budget and enrollment issues at UC Merced, which will allow for comparison with the Davis campus.

This paper will examine UC Davis revenue, expenditures, enrollment and staffing issues during the period 2007-2014, as well as providing an overview of the UC Davis Medical Center. Among the findings to consider are:

- Revenue and expenditures grew by 48% during this period. The Medical Center was a significant driver of both revenue and expenditures, and now accounts for about 43% of the UC Davis budget.
- Revenue sources shifted during this period, as direct state funding to the campus fell by 15% while tuition and fee revenue grew by 87%.
- UC Davis reports a structural deficit in its core funds, or those funds used specifically for educational purposes.
- The number of UC Davis employees grew by 9%, but there was essentially no change in the amount of ladder rank faculty.
- Overall student enrollment grew by 15%, while undergraduate student enrollment grew by 17%. However, California freshmen enrollment actually fell during this period by 6%, while nonresident freshmen and transfer enrollment increased by 362%. The percentage of undergraduate students who are nonresidents – either from other states or other countries – grew from 3% to 9%.
- Additionally, enrollment of California community college transfer students grew by 61% during this period.
- This period was marked by the launching of the campus' 2020 Initiative, which seeks to add 5,000 undergraduate students and 300 new tenure-track faculty positions by 2020, and includes other goals such as internationalization, boosting regional economic development and improving infrastructure.

BACKGROUND

UC Davis Budget

Like the UC system as a whole, UC Davis essentially has two budgets. The overall budget, with more than \$4 billion in revenue in 2014-15, includes the UC Davis Medical Center, student tuition, state and federal funding, and campus auxiliaries such as housing. About 80% of this revenue is restricted, meaning it is designated for specific purposes. A much smaller share of this budget is considered unrestricted, which is the piece of the budget used largely for educational purposes. It should be noted that within this smaller budget, UC Davis reports a structural deficit of about \$25 million in 2015-16.

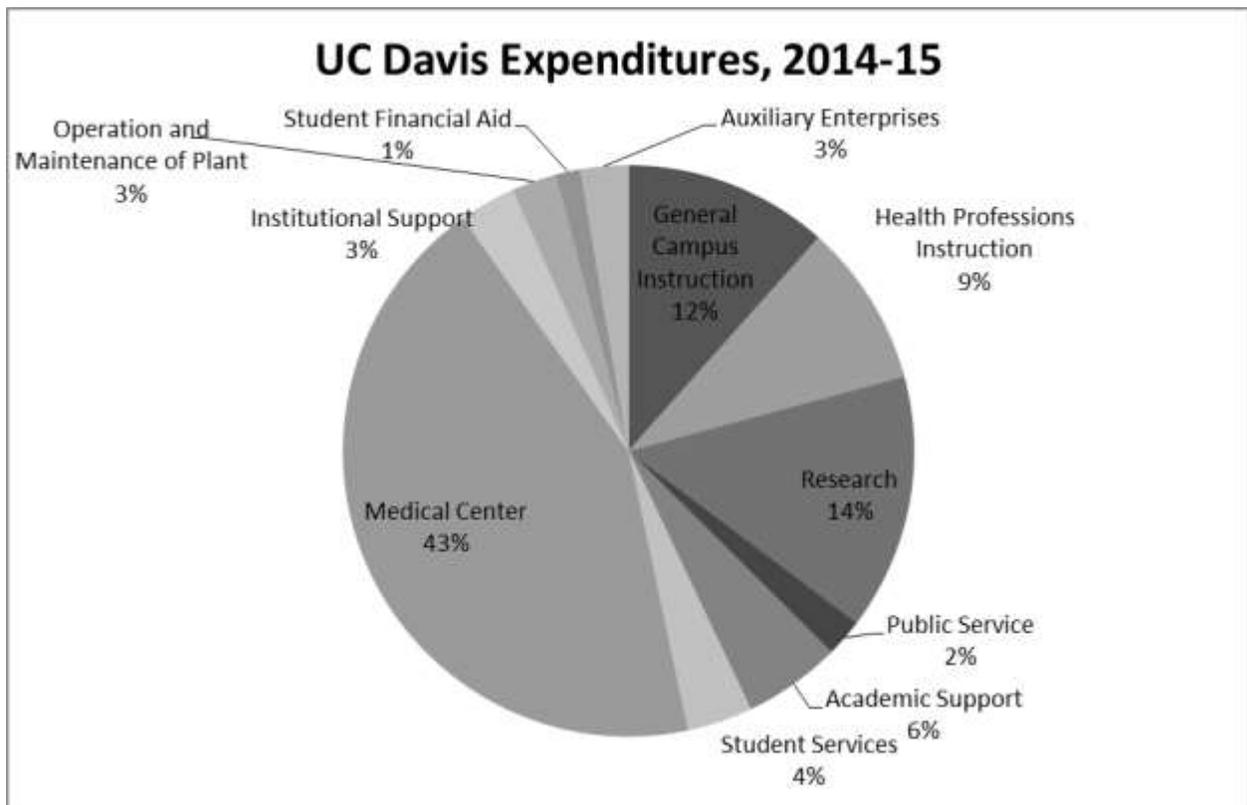
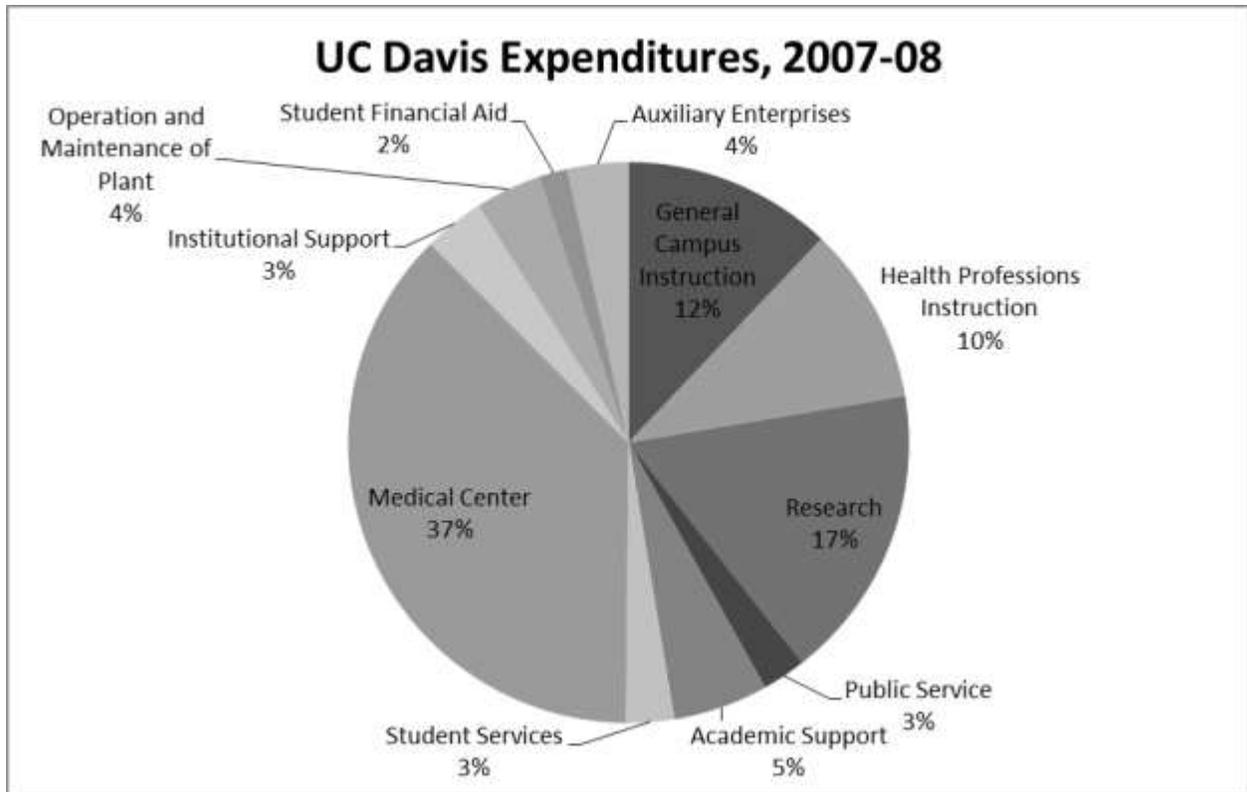
The following section describes UC Davis revenue and expenditures during the period 2007-08 through 2014-15, and discusses student tuition and fees, as well as staffing and personnel changes during this period.

Expenditures grew significantly. Expenditures grew 48% during this seven-year period. There was major growth in medical center spending, which climbed past \$1.5 billion in 2014-15. Student services, which include programs such as counseling, student health services and financial aid administration, also expanded dramatically.

General campus instruction spending grew by 42% during this period, but its percentage of the overall UC Davis budget remained the same, about 12% of spending.

The table and pie charts below indicate expenditure changes and proportions in 2007-08 and 2014-15.

UC Davis Expenditures (in millions)	2007-08	2014-15	% Change
General Campus Instruction	\$ 297,137	\$ 423,147	42%
Health Professions Instruction	\$ 252,897	\$ 336,218	33%
Research	\$ 419,303	\$ 528,573	26%
Public Service	\$ 62,772	\$ 79,323	26%
Academic Support	\$ 134,981	\$ 201,943	50%
Student Services	\$ 67,811	\$ 134,732	99%
Medical Center	\$ 920,305	\$1,588,921	73%
Institutional Support	\$ 86,149	\$ 116,300	35%
Operation and Maintenance of Plant	\$ 93,894	\$ 92,428	-2%
Student Financial Aid	\$ 40,933	\$ 52,553	28%
Auxiliary Enterprises	\$ 86,381	\$ 98,240	14%
Total Expenditures	2,462,563	3,652,378	48%



New budget model shifts some funding to provost and deans. Davis implemented the first phase of a new campus budget model in 2012-13 that allocates a share of funding from certain revenue sources directly to the deans of academic units generating those revenues. Each dean has responsibility and authority for subsequent allocations to the departments. The first phase of the model included a formula for allocating undergraduate tuition revenue, based on student credit hours, majors and degrees awarded. This phase also included determining the Provost Allocation, which is the portion of a unit's budget that is managed incrementally.

The new model gives more authority to deans and the provost to determine how to spend funding, and provides more stable funding by guaranteeing a specific percentage of new enrollment each year.

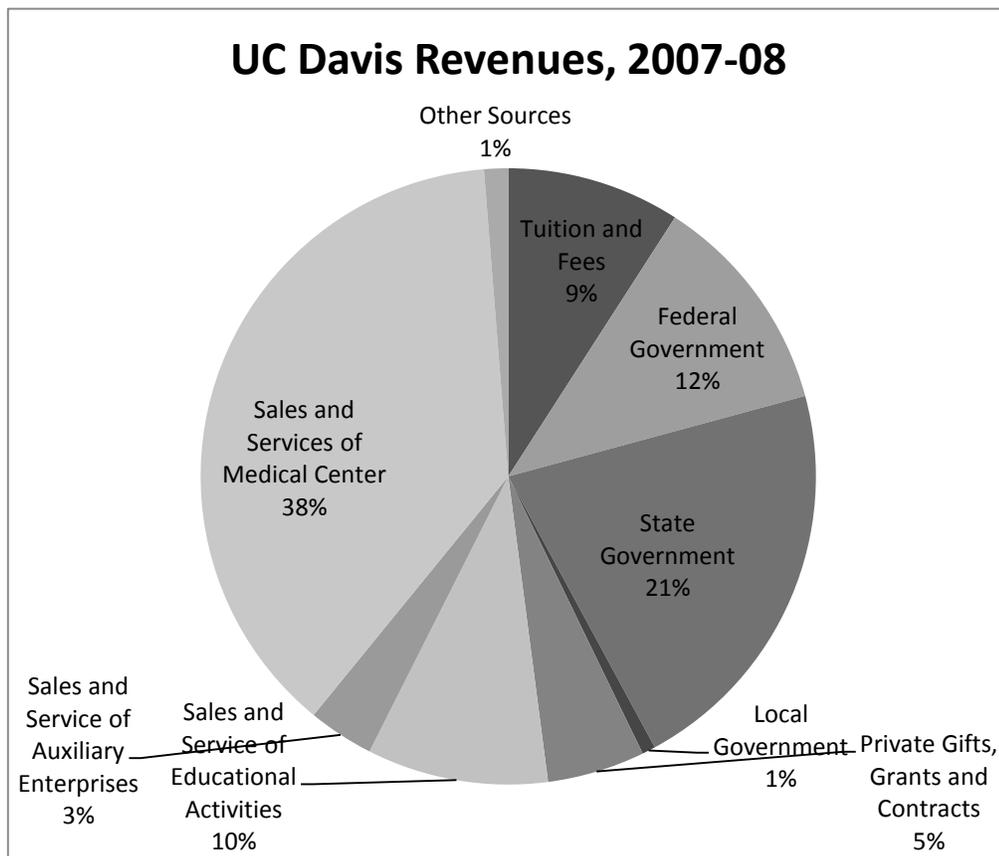
Revenue grew significantly, but the proportion of revenue from specific sources shifted. UC Davis revenue grew by 48% between 2007-08 and 2014-15. Notable changes include a reduction in support from the state and a significant increase from tuition and revenue. Tuition and fees grew from 9% of revenue in 2007-08 to 12% in 2014-15.

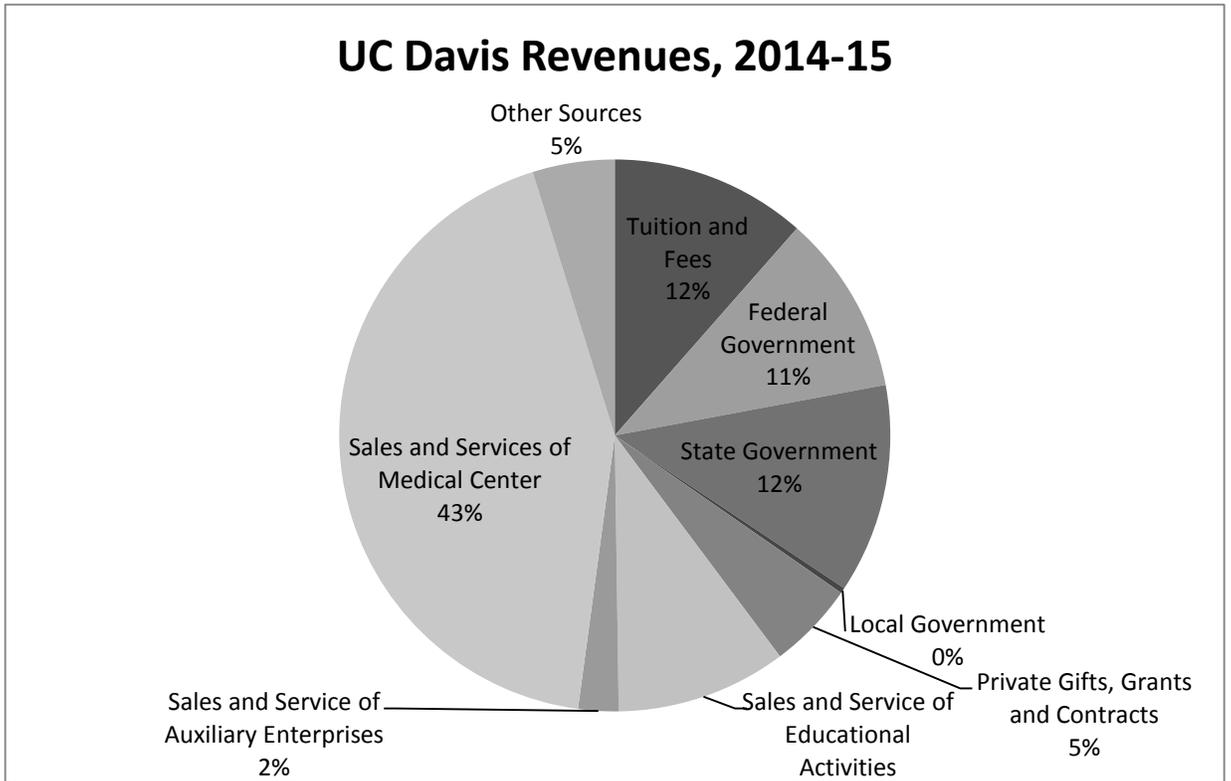
It should be noted that some state Cal Grant and Middle Class Scholarship funding is included within the Tuition and Fees category. Cal Grant and Middle Class Scholarship funds are disbursed directly to students, so the campus is not certain exactly how much tuition revenue comes from the state. UC Davis students received about \$103 million in Cal Grant revenue in 2014-15, and about \$1.9 million from the Middle Class Scholarship program.

State General Fund support for UC as a whole, which totaled about \$2.99 billion in 2014-15, is distributed to the Office of the President, which then sends funding to each campus based largely on enrollment. The current distribution formula, commonly referred to as the Rebenching Initiative, began in the 2011-12 fiscal year and is intended to provide the same amount of state funding to each campus for each type of student. UC Davis received nearly \$369 million in state General Fund support in 2014-15 and \$123.2 million in state support for research contracts and grants.

The table and pie charts below indicate revenue changes and proportions in 2007-08 and 2014-15.

UC Davis Revenues (in millions)	2007-08	2014-15	% Change
Tuition and Fees	\$246,201	\$460,451	87%
Federal Government	\$315,272	\$423,237	34%
State Government	\$575,140	\$491,737	-15%
Local Government	\$18,933	\$12,756	-33%
Private Gifts, Grants and Contracts	\$138,563	\$204,790	48%
Sales and Service of Educational Activities	\$256,986	\$400,558	56%
Sales and Service of Auxiliary Enterprises	\$93,319	\$94,571	1%
Sales and Services of Medical Center	\$1,021,387	\$1,723,965	69%
Other Sources	\$34,106	\$193,066	466%
Total	\$2,699,907	\$4,005,131	48%





Student tuition and fees grew by about 72%. The chart below displays the tuition and fees a typical UC Davis student is paying this year. The Systemwide Student Services Fee and Tuition amounts are set by the UC Board of Regents, but the other fees listed here are set by the Chancellor. According to UC Davis materials, most of these fees also are approved by a student vote.

2015-16 UC Davis Student Tuition and Fees	Annual Amount	What Does This Fee Support?
ASUCD Fee	\$105	Associated Students of Davis programs and Unitrans improvements
Memorial Union Fee	\$85.50	Operation and maintenance of student union
Facilities and Campus Enhancements Fee	\$412.18	Activities and Recreation Center, Aggie Stadium, Schaal Aquatic Center, intramural sports, financial aid, etc
Campus Expansion Initiative	\$548.81	Health and Wellness Center, Student Community Center, intramural sports, financial aid, etc
Student Services Maintenance Fee and Student Activities and Services Initiative Fee	\$343.86	Athletics, Recreation Hall and Programs, Equestrian Center, intramural sports, etc
Student Facilities Safety Fee	\$66	Seismic upgrades to Memorial Union, North Hall and South Hall; financial aid
Student Services Health Fee	\$132	Health and Wellness Center programs
Unitrans	\$18	Maintains and improves bus service
Systemwide Student Services Fee	\$1,020	Systemwide student health services, mental health services, career centers, student information systems, athletics, etc
Tuition	\$11,220	General operating budget for instructional and other costs
Total	\$13,951.35	

Tuition and fees have grown significantly since 2007-08. Tuition, for example, was \$5,850 in 2007-08. Overall, UC Davis students are paying 72% more in tuition and fees than they did in 2007-08.

Like all UCs, UC Davis is able to offer financial aid to many students. About 53% of UC Davis undergraduates receive enough gift aid to have their base tuition and fees completely covered. UC Davis students received about \$103 million in Cal Grant revenue in 2014-15, and about \$1.9 million from the Middle Class Scholarship program, up from \$41.8 million in Cal Grant support in 2007-08.

Overall staffing has increased during this period, but ladder rank faculty remained flat. According to UC personnel data, there were more than 22,000 UC Davis employees in October 2014, a 9% increase when compared to October 2007.

The chart below indicates the types of employees at UC Davis in both years and the percent change.

UC Davis Personnel	Oct-07	Oct-14	% Change
Senior Management Group & Management and Senior Professionals	847.69	951.7	12%
Academic Administration	67.23	103.54	54%
Ladder Rank Faculty	1,268.03	1,271.59	0%
Acting Ladder Rank Faculty	12	3	-75%
Lecturers	243.43	253.41	4%
Other Teaching Faculty	576.58	690.03	20%
Student Assistants	2,095.54	2,198.90	5%
Research	1,440.32	1,713.07	19%
Librarian	56.35	36.53	-35%
Total Academic Staff	5,801.56	6,331.52	9%
Total Professional and Support Staff	14,233	15,473.23	9%
Total Staff	20,882.25	22,756.45	9%

Despite overall student enrollment growth of about 13% during the 2007-2014 period, the number of ladder rank faculty remained essentially unchanged. UC Davis currently has a student-faculty ratio of about 23:1. This compares to a system-wide student-faculty ratio of nearly 21:1.

The chart above indicates a significant increase in academic administration, which includes many job titles, including deans, associate deans and assistant deans, academic coordinators, academic administrators and others.

UC Davis issued its own report on staffing trends in February 2015, comparing staff levels in 2009 to 2014. That report noted an overall 8% increase in staffing. The report, however, indicated that separating the general campus and the medical center showed some differences: general campus staffing increased 5% during this time, while medical center staffing increased by 14%. The chart below, included in that report, shows staffing levels from state funds and tuition, which actually shows an overall decrease.

Exhibit 5. Employee FTEs Paid on State Funds & Tuition, Davis Campus, Medicine, and Nursing

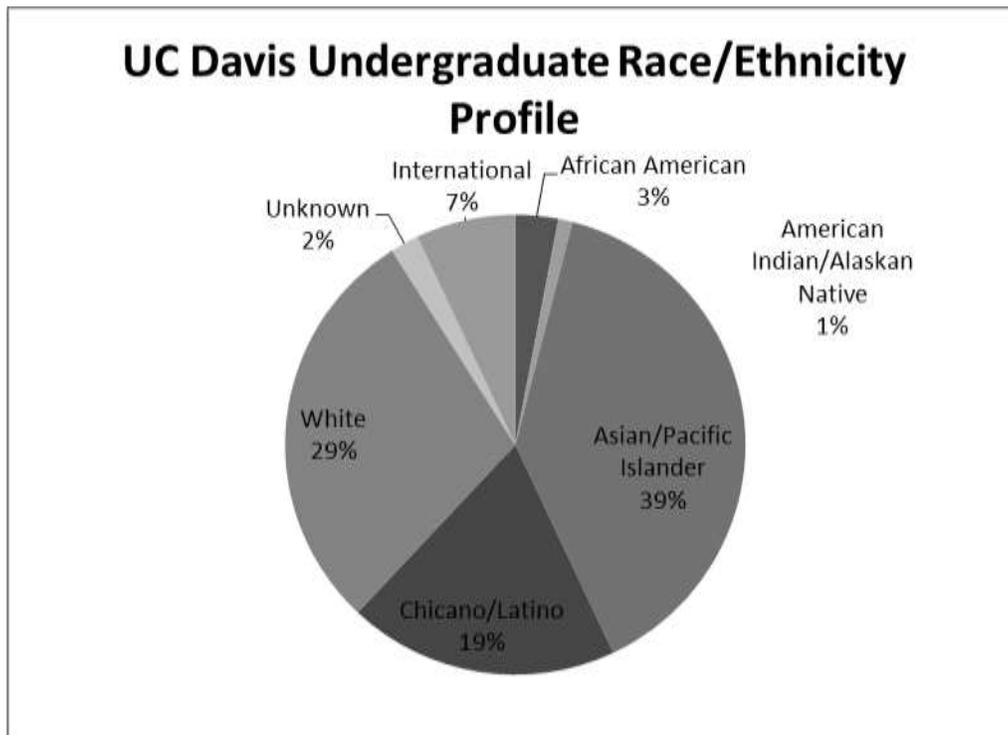
	Number of FTE			As % of All Paid FTE		
	2009	2014	% Change	2009	2014	Change
Ladder Faculty (I&R and AES)	1,332	1,285	-4%	93%	91%	-1%
Academic Federation	348	387	11%	35%	33%	-2%
Other Academic Staff	138	130	-6%	9%	8%	-1%
Academic Total	1,818	1,802	-1%	46%	44%	-2%
SMG and MSP	281	211	-25%	47%	36%	-11%
Professional and Support Staff (PSS)	3,086	2,756	-11%	43%	37%	-6%
Administrative Total	3,367	2,967	-12%	43%	37%	-6%
Student Employees	1,242	1,473	19%	43%	46%	3%
Grand Total	6,427	6,242	-3%	44%	40%	-3%

Note: The Academic Federation category includes lecturers, clinical faculty, researchers, librarians and academic

coordinators and administrators. The Other Academic Staff category includes some lecturers, clinical faculty, researchers, deans, academic administrators and directors. Professional Support Staff includes clerical employees, some student services, information technology, maintenance, food service and some hospital technicians.

UC Davis Enrollment

In Fall 2014, UC Davis reported enrolling 35,415 students. Of those, 27,565 were undergraduates. About 39% of UC Davis undergraduates are Asian or Pacific Islander, while 29% are White and 19% are Chicano/Latino. About 3% of students are African-American and 1% is American Indian/Alaskan Native. About 43% of UC Davis undergraduates are designated low income by the federal government and therefore receive federal Pell Grants.



Like all UC campuses, entering UC Davis students have impressive academic qualifications: 50% of freshman have a high school GPA of between 3.90 and 4.16, and 50% have SAT scores in math between 560 and 700 and in writing between 540 and 660.

Like all UC campuses, students are eligible for admission to UC Davis in two ways: rank in the top 9% of students statewide based on grades earned in a-g courses (specifically-approved high school courses) and standardized test scores, or rank in the top 9% of their individual high school based on GPA earned in a-g courses; or through a local campus comprehensive review process through which additional students who have completed the university's course, grade point average (GPA), and testing requirements may be offered admission.

Overall enrollment grew by 15% during this period, with undergraduate enrollment growing by 17%, from 23,478 students in 2012 to 27,565 undergraduates in 2014.

The chart below indicates overall enrollment numbers.

Student Level	CA Residency	2007	2008	2009	2010	2011	2012	2013	2014	% Change
Undergraduate	CA Resident	22,787	23,430	23,797	23,784	23,924	24,300	24,634	24,976	10%
Undergraduate	Nonresident Domestic	381	409	420	406	450	395	473	656	72%
Undergraduate	Nonresident International	310	349	409	480	664	971	1,426	1,933	524%
Undergraduate	Total	23,478	24,188	24,626	24,670	25,038	25,666	26,533	27,565	17%
Post-Bacc	CA Resident	121	132	138	172	133	148	158	157	30%
Post-Bacc	Nonresident Domestic	5	4	6	4	6	2	2	5	0%
Post-Bacc	Nonresident International				1		1		1	
Post-Bacc	Total	126	136	144	177	139	151	160	163	29%
Graduate	CA Resident	4,845	4,964	5,093	5,209	5,137	5,113	5,024	4,918	2%
Graduate	Nonresident Domestic	415	376	480	422	480	404	433	574	38%
Graduate	Nonresident International	932	904	904	914	938	1,020	1,157	1,288	38%
Graduate	Total	6,192	6,244	6,477	6,545	6,555	6,537	6,614	6,780	9%
Health Science Resident	Total	889	858	906	898	921	946	848	907	2%
Grand Total	Total	30,685	31,426	32,153	32,290	32,653	33,300	34,155	35,415	15%

Another way to look at enrollment is through freshman and transfer application, admissions and enrollment data. This illustrates campus admissions and enrollment decisions on an annual basis. The charts below show these trends.

Davis - CA Freshman	2007	2008	2009	2010	2011	2012	2013	2014	% Change, 2007-2014
Applications	33,107	37,869	39,398	40,031	42,021	42,562	45,834	46,840	41%
Admissions	19,494	19,943	18,718	18,386	19,103	18,941	18,024	17,806	-9%
Enrollment	4,793	4,793	4,275	4,368	4,375	4,838	4,428	4,498	-6%
Admit Rate	59%	53%	48%	46%	45%	45%	39%	38%	

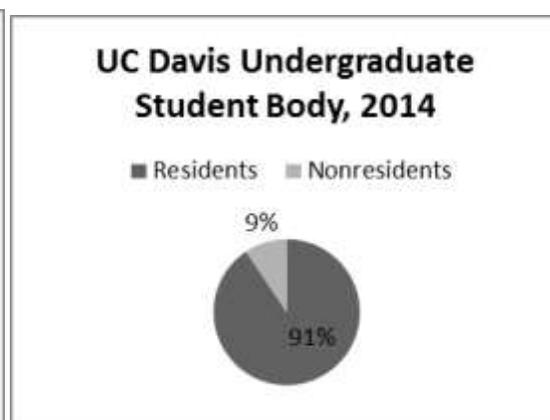
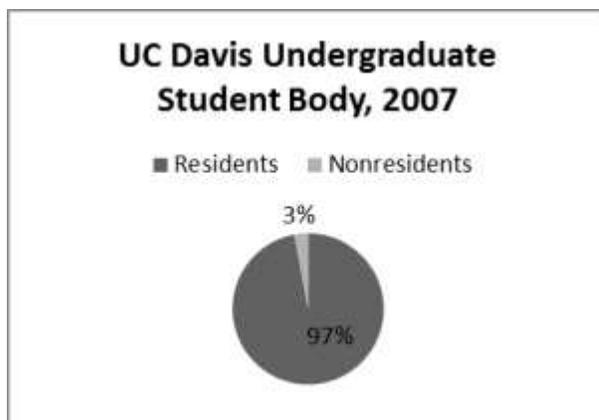
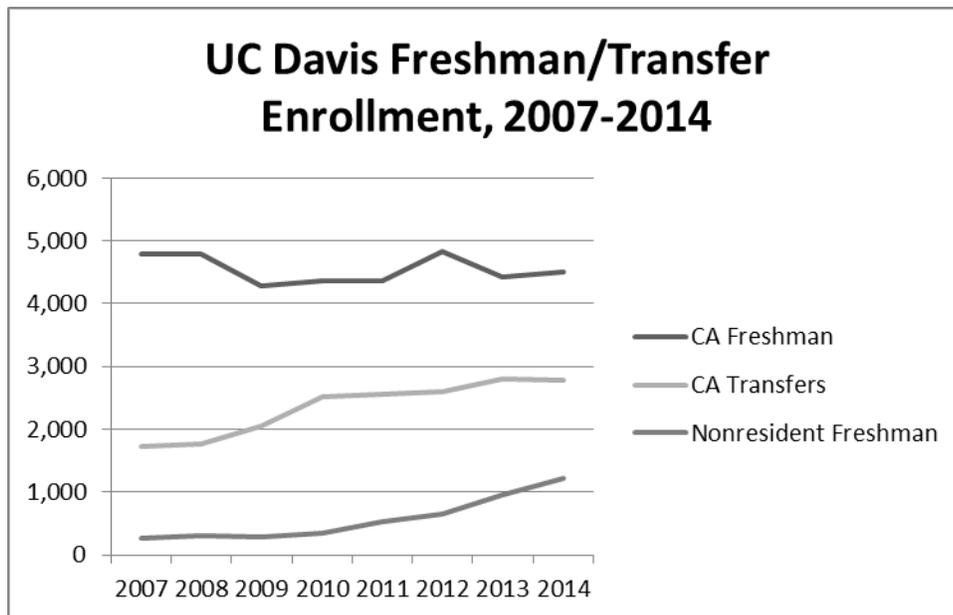
Davis - Nonresident Freshman and Transfers	2007	2008	2009	2010	2011	2012	2013	2014	% Change, 2007-2014
Applications	2,833	3,826	4,225	4,814	5,916	9,124	12,264	16,265	474%
Admissions	1,690	2,181	2,261	2,753	4,452	4,809	6,412	8,119	380%
Enrollment	264	309	280	344	538	642	960	1,219	362%
Admit Rate	60%	57%	54%	57%	75%	53%	52%	50%	

Davis - CA Transfer	2007	2008	2009	2010	2011	2012	2013	2014	% Change, 2007-2014
Applications	6,644	7,101	7,732	9,673	11,819	11,241	11,520	11,850	78%
Admissions	4,831	5,057	5,343	6,221	6,407	6,339	6,780	6,730	39%
Enrollment	1,733	1,764	2,054	2,526	2,554	2,597	2,812	2,788	61%
Admit Rate	73%	71%	69%	64%	54%	56%	59%	57%	

This data indicates:

- **Soaring demand.** More than 46,000 California freshmen applied to UC Davis for the Fall 2014 semester, a 41% increase in applications when compared to Fall 2007. Applications from transfers and nonresident students – both from out-of-state and internationally – also increased. More than 16,000 nonresident students applied to Davis in 2014, a 474% increase since 2007.
- **Reduced enrollment of California freshman.** Despite this major growth in California freshmen applications, Davis actually decreased enrollment numbers for this group of students. Davis enrolled nearly 300 fewer California freshman in Fall 2014 than it did in Fall 2007, despite nearly 14,000 more applications.

- Increased enrollment of California community college transfers and nonresident students.** Davis significantly increased enrollment of California community college transfer students during this period. Nonresident freshmen and transfers also saw a dramatic increase, with relatively few nonresidents enrolled in Fall 2007, but more than 1,200 enrolled in Fall 2014. This increase in nonresident students is part of the 2020 Initiative, which is seeking to "internationalize" the student body. Current plans call for only 500 of the 5,000 undergraduate students the campus is seeking to add between 2011 and 2020 to be Californians.
- An overall change in the UC Davis student body.** The line and pie charts below illustrate enrollment and overall student body trends. The percent of the overall undergraduate student body that is nonresident has grown from 3% in Fall 2007 to 9% in Fall 2014.



- Fall 2015 numbers indicate similar trends.** While final enrollment data for Fall 2015 is not yet available, preliminary numbers indicate a continuing trend of reduced California freshman enrollment and increased nonresident enrollment.

In September, UC released data regarding Statements of Intent to Register for each campus. This data reflects the number of students who were admitted to a campus for Fall 2015 and have indicated they intend to enroll. The UC Davis numbers indicate significant increases of nonresident freshmen, and a slight decrease in California freshmen.

Statement of Intent to Register - UC Davis	Fall 2013	Fall 2014	Fall 2015	% Change, 2014-2015	% Change, 2013-2015
Resident Freshmen	4,497	4,568	4,178	-9%	-7%
Nonresident Freshmen	714	946	1,470	55%	106%

UC Davis Medical Center and UC Davis School of Medicine

The Davis Medical Center is the principal clinical teaching site for the University of California, Davis, School of Medicine, founded in 1966, and the Betty Irene Moore School of Nursing at UC Davis, established in 2009.

Licensed as a 619-bed general acute care hospital with 34 operating rooms, the Davis Medical Center provides a full range of inpatient general acute and intensive care, and a full complement of ancillary, support and ambulatory services. These services are housed in about 4.9 million gross square feet of facilities, most of which are located on the 144-acre campus in the city of Sacramento. Ambulatory care is provided at the hospital-based clinics and at 17 Primary Care Network ("PCN") satellite clinics in the surrounding communities of Auburn, Carmichael, Davis, Elk Grove, Folsom, Natomas, Rancho Cordova, Rocklin, Roseville and Sacramento.

The Davis Medical Center serves as a quaternary- and tertiary-care referral hospital for a 33-county 65,000-square-mile service area with a population of 6 million. Its services range from heart and vascular surgery to transplant and neurological surgery. It is the only provider of several tertiary/quaternary services between San Francisco and Portland, including Level I adult and pediatric trauma care. It is also home to the region's only nationally ranked comprehensive children's hospital and a National Cancer Institute-designated comprehensive cancer center.

The chart below uses compares information from 2009 and 2014. UC Davis notes that accounting changes impact comparisons between net positions in these two years.

UC Davis Medical Center	2009	2014	% Change
Patient Days	175,249	172,756	-1%
Outpatient Visits	973,274	995,987	2%
Personnel	6,448	7,343	14%
Revenue	\$1,077,367	\$1,590,227	48%
Net Position - End of Year	\$793,945	\$324,206	-59%

The medical center notes it receives no state General Fund support from the main UC appropriation.

The UC Davis School of Medicine does receive state funding. The school reports the following revenue sources for the 2013-14 school year.

UC Davis Medical School Revenue Sources	Amount	% of Revenue
Tuition and Fees	\$11,542,000	1.8%
State Funding and Provost Allocation	\$46,152,000	7.3%
Grants and Contracts	\$160,917,000	25.4%
Practice Plan/Medical Services	\$288,343,000	45.4%
Medical Center Professional Services	\$61,890,000	9.8%
Medical Center Strategic Support	\$38,256,000	6.0%
Gifts and Endowments	\$15,016,000	2.4%
Other	\$10,648,000	1.7%
Total	\$632,764,000	

STAFF COMMENTS/QUESTIONS

Staff provides the following observations regarding budget and enrollment issues at UC Davis and suggested questions to ask the panelists.

Davis' move to enroll more nonresident students seems to have impacted admissions for Californians. In 2007, 59% of California freshmen seeking admission to UC Davis were admitted. That percentage dropped to 38% in 2014. This lower admit rate is similar to the UC system as a whole, which reported an 87% admit rate in 2007 and a 62% admit rate in 2014 for California freshmen.

The lower admit rate at Davis likely correlated to soaring demand – California freshmen applications grew by 41% during this period. However, this also occurred amid a significant increase in out-of-state and international student admissions. As the campus has sought more nonresident students, Californians have had a much more difficult time being admitted to Davis.

Nonresident students still accounted for less than 10% of the undergraduate student body in Fall 2014, but the percentage grew dramatically during this seven-year period, from 3% to 9%.

Almost all areas of staffing – except ladder rank faculty – have increased. Overall staffing trends at UC Davis (charts on page 8) show gains in most areas except ladder rank faculty. Davis is not alone in this trend, as the UC system as a whole has seen little or no growth in ladder rank faculty. Ladder rank faculty now comprise only about 5.6% of campus staff, down from 6.1% in 2007.

At the same time, growth in executive positions, and most notably, academic administration, has been significant. These positions remain a small percentage of overall staffing: executives comprise about 4% of UC Davis personnel and academic administration is less than 1%. But this growth, compared to flat faculty growth, shows the challenge Davis faces as it seeks to increase undergraduate enrollment and maintain or improve academic quality.

How does major growth in medical center revenues and expenditures impact the overall mission? The UC Davis Medical Center has become an increasingly large part of the overall campus budget and mission, now comprising about 43% of revenue and expenditures. As the medical center moves closer to becoming half of the overall UC Davis budget, how will medical center staffing and policy impact the general campus? Will medical center issues consume more planning and policy-making, leaving less time for general campus issues?

Davis' core funds are carrying a structural deficit. About 20% of UC Davis' revenues are considered "core funds," or unrestricted state and tuition revenue that are used for educational purposes. The campus expects about \$369 million in unrestricted state revenue in this category in 2015-16, or an increase of \$14 million, and \$478 million in tuition revenue, a \$23 million increase, according to an October 2015 letter from the provost and chief financial officer. Despite this increase, the campus expects a deficit of as much as \$25 million, stating that revenue is not enough to cover fixed costs and necessary investments. The letter notes that one-time funds totaling \$9 million have been identified to cover some of this deficit, but work continues to cover the remaining gap.

Suggested Questions

- How many more California residents will UC Davis seek to enroll in the 2016-17 school year and beyond, based on the UC system's commitment to add 5,000 additional California students in 2016-17 and 10,000 by 2018-19?
- What issues does the campus face as it increases enrollment?
- What impact does the increase in Medical Center expenditures and revenues have on the General Campus? Does the fact that the Medical Center is approaching half of the overall UC Davis budget lead to Medical Center issues dominating overall campus decision-making?
- Academic administration appears to have grown significantly at UC Davis – why?
- How can Davis increase the amount of ladder rank faculty?
- How does UC Davis use its nonresident supplemental tuition?
- Are there additional on-campus costs related to the increase in out-of-state and international students?

- What does UC Davis administration feel is the appropriate proportion of nonresident undergraduate students?
- How are campus fee levels determined? Are they adjusted annually?
- How will the campus address the structural deficit within core funds?
- UC Davis has increased enrollment for California community college transfer students. What strategies have been employed to increase transfer students?