UNIVERSITY
OF
CALIFORNIA

UC ACADEMIC CALENDAR: ESTIMATING CALENDAR CONVERSION COSTS

Executive summary

The University of California is examining whether it should move to a common calendar, with the Provost and Senate Chair establishing an Academic Planning Council common calendar working group to examine this issue. A separate and related workgroup has been established to estimate the costs of a calendar conversion, and this summary provides a range of estimates for quarter campuses to convert to semesters and semester campuses to convert to quarters, with some expense for campuses to also consider other calendar changes.

While multiple institutions have completed calendar conversions, there is limited information on the one-time costs to institutions. UC received more detailed information from Ohio State University and the California State University (CSU) system. Costs vary depending on whether institutions relied on existing faculty and staff to complete functions, paid to backfill or hired contractors, or provided additional compensation for existing faculty and staff to assume additional workload.

Ohio State University (after adjusting for inflation) spent over $15 million to support its calendar conversion, with over 80 percent focused on IT modifications and the remaining 20 percent on calendar transition leadership and advising support. Other workload, such as curriculum revision and review, was managed with existing college and department staff.

CSU has had five campuses[1] complete a calendar conversion and Cal Poly San Luis Obispo is slated to complete its work in 2026. CSU actual and estimated costs cover calendar conversion functional areas, including curricular conversion and review, advising, leadership transition and communications, operational support, and IT modifications.

The calendar conversion costing workgroup produced a range of estimates (seen below), adjusting CSU calendar conversion cost data for key UC campus differences (e.g., program and student size, labor costs). In addition, CSU IT modification costs seemed much lower than what UC might expect based on prior UC IT experience and estimates from Ohio State University. In this instance, the costing workgroup replaced CSU estimates on IT modification costs with information provided from UC campuses.

UC estimate on Conversion Cost Estimates (Using UC IT Cost Data)

	Conversion to Semesters		*Conversion to Quarters*	
	Low $M est	**High $M est**	**Low $M est**	**High $M est**
UC Berkeley	$ 1.36	$ 1.68	$ 46.40	$ 57.09
UC Davis	$ 56.51	$ 59.90	$ 0.98	$ 1.20
UC Irvine	$ 35.25	$ 49.94	$ 1.10	$ 1.36
UCLA	$ 61.83	$ 76.11	$ 1.18	$ 1.45
UC Merced	$ 1.37	$ 1.78	$ 14.38	$ 37.13
UC Riverside	$ 40.05	$ 47.56	$ 0.94	$ 1.18
UC San Diego	$ 35.62	$ 44.43	$ 1.11	$ 1.36
UC Santa Barbara	$ 38.30	$ 47.49	$ 0.91	$ 1.16
UC Santa Cruz	$ 18.34	$ 42.07	$ 0.91	$ 1.17
Systemwide Total	**$ 288.62**	**$ 370.96**	**$ 67.92**	**$ 103.11**

[1] CSU Bakersfield, CSU Los Angeles, CSU East Bay, CSU Pomona, and CSU San Bernardino.

Calendar conversions – planning and implementation – have taken three to five years to complete. It also uses one-time, not permanent funds and these expenses would be spread over multiple years, with financing options spreading the repayment even further.

UC financing estimates

	Conversion to Semesters				*Conversion to Quarters*			
	Low $M est		**High $M est**		**Low $M est**		**High $M est**	
UC Berkeley	$ 0.18 to $ 0.23		$ 0.22 to $ 0.29		$ 6.03 to $ 7.89		$ 7.42 to $ 9.71	
UC Davis	$ 7.35 to $ 9.61		$ 7.79 to $ 10.18		$ 0.13 to $ 0.17		$ 0.16 to $ 0.20	
UC Irvine	$ 4.58 to $ 5.99		$ 6.49 to $ 8.49		$ 0.14 to $ 0.19		$ 0.18 to $ 0.23	
UCLA	$ 8.04 to $ 10.51		$ 9.89 to $ 12.94		$ 0.15 to $ 0.20		$ 0.19 to $ 0.25	
UC Merced	$ 0.18 to $ 0.23		$ 0.23 to $ 0.30		$ 1.87 to $ 2.45		$ 4.83 to $ 6.31	
UC Riverside	$ 5.21 to $ 6.81		$ 6.18 to $ 8.09		$ 0.12 to $ 0.16		$ 0.15 to $ 0.20	
UC San Diego	$ 4.63 to $ 6.05		$ 5.78 to $ 7.55		$ 0.14 to $ 0.19		$ 0.18 to $ 0.23	
UC Santa Barbara	$ 4.98 to $ 6.51		$ 6.17 to $ 8.07		$ 0.12 to $ 0.16		$ 0.15 to $ 0.20	
UC Santa Cruz	$ 2.38 to $ 3.12		$ 5.47 to $ 7.15		$ 0.12 to $ 0.15		$ 0.15 to $ 0.20	
Systemwide Total	**$ 37.52 to $ 49.07**		**$ 48.22 to $ 63.06**		**$ 8.83 to $ 11.55**		**$ 13.40 to $ 17.53**	

The following analysis provides additional detail describing key components of semester conversion work and how CSU costs were adjusted to produce estimates for UC.

California State University (CSU) semester conversion costs

The California State University (CSU) calendar conversion totaled $50.5 million for the five CSU campuses that converted to a semester calendar. CSU estimates another $20 million for Cal Poly San Luis Obispo to complete its conversion, with conversion costs higher due to increased labor costs and the campus's later implementation, resulting in its inability to share costs across other campuses. Converting these costs to inflation-adjusted dollars, it totals around $90 million for the six campuses (or between $10 to $20 million by campus). As a point of comparison, the Ohio State University's calendar conversion costs were around $15 million in current dollars.

Step 1: CSU semester conversion costs		**Present Dollars**			**Inf Adj Factor**	**Inflation Adjusted (2025-26)**		
		$M Total	**$ Non-Tech**	**$ Tech**	**to 2025-26**	**$M Total**	**$ Non-Tech**	**$ Tech**
CSU Bakersfield	(2013-14 to 2015-16)	$ 6.5	$ 2.9	$ 3.6	1.44	$ 9.4	$ 4.2	$ 5.2
CSU LA	(2013-14 to 2015-16)	$ 7.6	$ 4.0	$ 3.6	1.44	$ 10.9	$ 5.8	$ 5.2
CSU EB	(2014-15 to 2016-17)	$ 10.8	$ 7.3	$ 3.5	1.41	$ 15.2	$ 10.3	$ 4.9
CSU Pomona	(2014-15 to 2016-17)	$ 11.3	$ 7.9	$ 3.4	1.41	$ 15.9	$ 11.1	$ 4.8
CSU SB	(2016-17 to 2020-21)	$ 14.3	$ 9.7	$ 4.6	1.30	$ 18.6	$ 12.6	$ 6.0
Total Actual Costs to Date		$ 50.5	$ 31.8	$ 18.7		$ 70.0	$ 44.0	$ 26.1
	Average	$ 10.1	$ 6.4	$ 3.7		$ 14.0	$ 8.8	$ 5.2
CSU Cal Poly San Luis Obispo Estimate		$ 20.0	$ 13.5	$ 6.5	1.03	$ 20.6		

CSU separates costs into non-technical and technical categories. Non-technical costs include curriculum and program conversion, along with the academic senate committee review; transitional advising support; semester conversion leadership and communications support; and operational staff support (e.g., registrar, financial aid). The following percentages illustrate the proportion of costs associated with each of these functional areas. For CSU Cal Poly SLO, the campus provided estimates for each functional area.

Step 2: CSU Semester Conversion by Function Assumptions for Non-Technical Costs
40% of non-tech costs for curriculum revision/redesign and course/program review
15% of non-tech costs for advising support
25% of non-tech costs for semester conversion transition leadership and communication su
20% of non-tech costs for operational support
CSU Cal Poly San Luis Obispo costs for each functional area were provided by the campus

Technical support costs represented separately include necessary IT systems modifications.

Key components of semester conversion costs

Below is a description of work for each functional area, with examples from CSU and other institutions that completed calendar conversion. CSU cost details in current dollars is provided at the end of each section

Curricular and program conversion and review

This component covers the work associated with academic program and course modifications to convert from quarters to semesters and the necessary review process to approve those changes. Many universities provided additional funding to support course transformation and/or redesign to advance student learning goals, new pedagogical approaches, high impact learning practices, and student success strategies.

Much of the costs cover faculty release time for individuals that supported this work to acknowledge the scale of this effort and that went beyond usual expectations for faculty to review and revise academic programs and curriculum. For example, CSU Cal Poly San Luis Obispo identified that on an average year around one-quarter of courses and/or programs were created or revised each year, where this effort would involve reexamining or recreating all courses and programs. Based on other semester conversion efforts and as an illustration, the process **could** entail the following.

Curricular and program conversion

The campus provides overall guidance to support the process, including but not limited to a quarter to semester conversion handbook that could include a pledge to faculty and students, academic program and curriculum review guidance and templates, course learning objectives, course proposal presentation, teaching and learning center best practices on aspects of instruction and course designed, and online courses/training/presentations on the course curriculum modification process.

The central campus provides each department with a list of courses noting those taught in the last five years and those that were inactive (i.e., ones that may not need conversion). The list also notes courses that support general education or are prerequisites for other departments to highlight courses that may require cross-campus review. It includes information on DFW rates to identify potential courses for redesign. At the same time, each department would receive program learning goals and a curriculum map for each major or minor program that will also need to be updated based on curricular changes.

A dean holds a meeting to describe the overall process and then the department chair calls a faculty meeting to review the list of courses and academic program curricular maps to make an initial determination on courses to convert or transform. The Ohio State University encouraged curriculum redesign to integrate planning and curricular mapping (e.g., holistic review of curriculum, sequential learning expectations, alignment with student learning goals), use an evidence-based approach (e.g., student performance, prior program review findings), support accreditation and emerging instructional practices, coordinate and communicate, and use of University Center for the Advancement of Teaching to support redesign efforts.

A primary faculty member and departmental staff (potentially advisors) is assigned to support this work that includes creation of course outlines and syllabus, course catalog wording changes and webpage updates, course articulation, curricular roadmaps, multiyear schedules, and instructional mode. Course transformation may require additional support, including guidance or assistance from teaching and learning center staff. Program faculty approve curricular changes and new curricular maps for programs that then could be submitted for further review (e.g., dean's and then Academic Senate curriculum committees).

Departments received a budget based on assumed workload for curricular and program conversion (e.g., differential weighting for undergraduate major and minor programs, graduate programs and credentials, service-learning courses). Departments completing course transformation receive additional support with some funding limits (e.g., course transformation costs could not exceed double conversion costs).

Senate review

The academic senate review includes multiple committees, including those focused on curriculum and instruction, along with undergraduate and graduate program review. In some instances, local academic senates passed resolutions to support the process (e.g., establishment of semester terms, units of credit and time patterns, processes for curriculum and academic program review, suspension of time limits for curriculum committees). Some academic senates based the level of review needed on amount of program or curricular change (e.g., if only curricular changes and no objections, no review needed; if transformed programs received a three-quarters review, it became an informational item; with half to three-quarter approval, information needed to go through normal review process).

To facilitate academic senate review, some campuses created side by side comparison sheets for the curriculum and then academic programs under quarters and then semesters, flagging courses that are new, significantly revised, converted (i.e., minimal change), and suspended/deactivated. Others created software to support the curriculum and program review process. CSU East Bay's new software "Curriculog" enabled faculty to submit and track curricular proposals online. University of Minnesota created an online curriculum management tool to let everyone see and act on curriculum changes in real time.

Some of the Academic Senate leadership and key committee members may also have received additional compensation or course relief.

The following table provides estimated curricular conversion and review costs, ranging from $1.67M to $5.7M for CSU campuses or $8,000 to almost $28,000 per academic program.

Step 3: CSU Curricular Conv Inf Adj Cost by Program

	Est Course Conv Cost 40% * Inf Adj Non Tech	# Acad Programs	$M per Acad Programs
CSU Bakersfield	$ 1.67	134	$ 0.012
CSU LA	$ 2.30	273	$ 0.008
CSU EB	$ 4.12	273	$ 0.015
CSU Pomona	$ 4.46	162	$ 0.028
CSU SB	$ 5.05	219	$ 0.023
Five campus total	**$ 17.59**	**1,061**	**$ 0.017**
CSU SLO	**$ 5.70**	**207**	**$ 0.028**

Advising support

Advising support during the calendar conversion process is critical to ensure students can continue to make timely progress to degree and the institution does not lose state support resulting from a drop in student FTE. The advising process is complicated by needing to focus on three critical populations during this process:

- Graduating students prior to semester conversion with an interest in having as many students graduate as possible before this calendar conversion
- Students who transfer from quarters to semesters require a crosswalk (e.g., individual advising plans that translate what they need to complete on the semester calendar based on courses already taken on quarters)
- New students starting with semesters need appropriate guidance on the right courses to take and appropriate course load to support time to degree, and their advisors need sufficient information on curriculum and program changes before the transition

As part of the semester conversion process, some campuses produced a pledge to students which articulated expectations, such as the shift to semesters would not increase time or the costs for students to complete a degree. Successful advising is critical to meet those obligations and systemwide goals, like CSU's Graduation Initiative 2025 – the equivalent to UC 2030 goals.

Advisors – particularly departmental advisors – might participate in the academic program revision process. They need to understand the curriculum changes and curricular program maps to inform student advising plans and advising new students who enter under a semester calendar. One campus estimated it took around nine months to develop the individual advising plans, which had to start several months after the course conversion was completed. To support this work, some campuses leveraged technology to support the development and storage of individual advising plans. One university increased the number of advisors to support this additional work.

The following table provides estimated advising costs, ranging from $630,000 to $1.9M for CSU campuses or $35 to $130 per student.

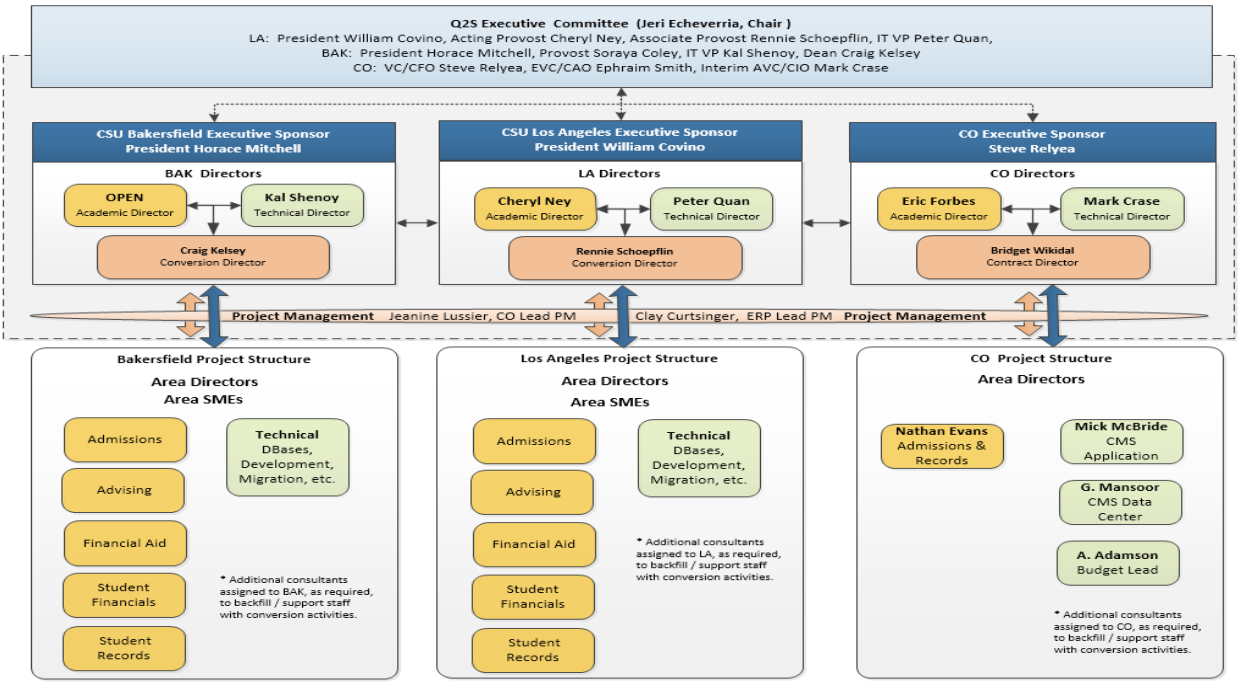
Step 4: CSU Advising Conv Inf Adj Cost by Student

	Est Advising Conv Cost 15% * Inf Adj Non Tech	# students	$M per student
CSU Bakersfield	$ 0.63	9,399	$ 0.00007
CSU LA	$ 0.86	24,673	$ 0.00003
CSU EB	$ 1.54	11,771	$ 0.00013
CSU Pomona	$ 1.67	26,415	$ 0.00006
CSU SB	$ 1.89	18,510	$ 0.00010
Five campus total	**$ 6.60**	**90,768**	**$ 0.00007**
CSU SLO	**$ 1.70**	**22,279**	**$ 0.00008**

Semester conversion – transition leadership and communications support

Campus created various leadership teams to support the semester conversion process. In addition to having executive leadership, communications support was essential to share information and updates with key constituent groups, such the campus community, students and parents, and state legislative officials.

For its multicampus calendar conversion effort, CSU created a leadership team to support campus efforts, resolve issues that could not be managed within units, and review and approve any changes to budget or scope. CSU's structure is shown in the display below. At the central office, the Q2S (Quarter to Semester) executive committee was led by an academic (i.e., the former systemwide Provost). The central office team included leadership in academic affairs (EVC/CAO), finance (CFO), and IT (AVC/CIO) and the campus teams included the President, a semester conversion director and then an academic and technical director. The central office provided project management support to those who worked with the central office/campus leadership teams and campus/central office areas directors and subject matter experts.



For CSU, each campus hired a semester conversion director, support staff, and communications expertise. Communications support was critical to support timely implementation and ensuring all campus constitutes were informed through clear, open, on-going, and up-to-date communications. Communication materials included creation of a semester conversion website to house relevant material for internal and external audiences (e.g., simple tables on "what's changing and what's staying the same"). In addition, communication support was needed in campus and external communications, catalog rework, creation of FAQ, and outreach materials to new and continuing students.

As another example, the Ohio State University created an Executive Coordinating Committee to identify and resolve semester conversion issues. Committee was co-convened by the Vice Provost for Academic Programs and a Provost Faculty Fellow. It included faculty, students, and representatives from key academic support offices, regional campuses, and partner campuses. Several subcommittees were established: curriculum, graduate education, advising, information technology, space, communications and core business processes.

The Ohio State University created a monthly e-newsletter QSU (quarter to semester update) for faculty, staff, and students. The University of Minnesota provided a well-articulated four-year timetable from the start. The

university used a Gantt chart to display sequential activities needed to stay on course. Everyone could see the tasks that needed to be completed because later tasks depended on the outcome of earlier ones.

The following table provides estimated leadership transition and communications costs, ranging from $1M to $3.2M for CSU campuses.

Step 5: CSU Leadership Transition Office and Communication Support

	Est Lead/Comm Conv Cost 25% * Inf Adj Non Tech	Campus Avg
CSU Bakersfield	$ 1.04	
CSU LA	$ 1.44	
CSU EB	$ 2.57	
CSU Pomona	$ 2.78	
CSU SB	$ 3.15	
Five campus total	**$ 10.99**	**$ 2.20**
CSU SLO	**$ 1.92**	**$ 1.92**

Operational staffing and systems

Multiple campus operations will be affected by the calendar change, requiring both changes in business operations and modifications to existing IT systems. These units can include admissions, registrars, financial aid, payroll, and auxiliary units.

The workload associated with semester conversion is significant. For example, admissions and registrar staff will need to revise course articulations with high school and community colleges. But semester campuses have fewer administrative cycles per year (from three quarter terms to two semester terms) reducing the number of cycles needed to complete administrative operations and activities (e.g., course registration, degree processing, grading, schedule changes, fee assessment and payment, financial aid disbursements). While other universities that completed semester conversion have noted that fewer administrative cycles may not result in major savings or reduction of staff, they also say it reduced stress on employees by having more time between each cycle and an opportunity to improve processes and service.

Costs and approaches to supporting this semester conversion work include hiring temporary help, backfill support, paying overtime for records office, financial aid, admission office, and administration/finance units. Staff working in these units have the necessary knowledge to support the fit-gap assessment and test changes in the new system. In addition, these staff create new business processes, review and update necessary forms. CSU noted the need to update course articulation agreements in public facing databases like Transfer Evaluation Services and ASSIST.org, and support training for existing staff on changes.

The following table provides estimated operational staff costs, ranging from $830,000 to $4.5M for CSU campuses.

Step 6: CSU Operational Support

	Est Operational Support Cost 20% * Inf Adj Non Tech	Campus Avg
CSU Bakersfield	$ 0.83	
CSU LA	$ 1.15	
CSU EB	$ 2.06	
CSU Pomona	$ 2.23	
CSU SB	$ 2.52	
Five campus total	**$ 8.80**	**$ 1.76**
CSU SLO	**$ 4.53**	**$ 4.53**

Information technology modifications

IT costs associated with calendar conversion can include modifications to existing systems, along with the creation of new systems to support semester conversion (e.g., online curriculum tracking tools, system to store individual advising plans).

For CSU, IT modifications were needed for primarily three PeopleSoft modules (Human Resource Information System, Financial Information System, and Students Administration System). Many CSU IT systems are managed centrally, so much of this work occurred with the central office and the campuses informed of the necessary changes.

IT modifications took place over two phases. Phase 1 included conducting fit-gaps assessment that included academic advising, admissions, administrative structure, financial aid, student finance, student records (incl student systems), transfer credit, and ITS staff, along with consulting support. This effort resulted in identifying a full scope of work and work efforts for each task, along with noting if work effort is required, optional/process improvement (campus responsibility) and out of scope. For required work, CSU needed to identify those that are responsibility of consultants and those of campus business units and that informed FTE and dollars required. CSU campuses could then decide if they wanted to invest time and resources in making any additional modifications (e.g., optional/process improvement). Phase 2 involved implementing the work identified in phase one. One campus estimated that the CSU technical conversion took approximately two years to complete and began around seven months after the functional course conversion process began (i.e., part way through the course conversion process).

The following table provides estimated operational IT modification costs, ranging from $4.8M to $6.75M for CSU campuses.

Step 7: CSU Technical Expenses

	Est Technical Expenses Cost			
	Inf Adj Tech		Campus Avg	
CSU Bakersfield	$	5.18		
CSU LA	$	5.18		
CSU EB	$	4.94		
CSU Pomona	$	4.79		
CSU SB	$	5.98		
Five campus total	**$**	**26.07**	**$**	**5.21**
CSU SLO	**$**	**6.75**	**$**	**6.75**

Methodology to estimate UC semester conversion costs

For each functional area, UCOP created a range of cost estimates for each UC undergraduate campus, taking CSU estimates and adjusting for labor cost differences UC and CSU labor costs based on salary data maintained by the Department of Finance[2]. For example, the low-end estimate takes an inflation-adjusted average conversion cost for the first five CSU semester conversion campuses (step 8) and multiplies by a functional cost factor that compares the average salary at each UC campus to the five CSU campuses. The high estimate equals CSU Cal Poly SLO inflation adjusted figures multiplied by individual UC campus salary differences compared to CSU Cal Poly SLO salaries.

For semester conversion costs, the UC Berkeley and UC Merced expenditures were reduced by 95 percent and 90 percent respectively across all categories to account for the campuses already being on semesters, accounting for potential expenditures if these campuses implemented any optional calendar features and if UC Merced added RRR weeks. **For the quarter conversion costs, the UC quarter campus expenditures were reduced by 95 percent across all categories to account for the campuses already being on quarters**, accounting for some potential expenditures if these campuses implemented any optional calendar features (e.g., minimesters). Below is a detailed description of how the range of costs for each functional area were estimated (steps 9 to 13).

UC Curricular Conversion Cost Estimates

The low-end of curricular conversion cost estimate (column B) is CSU curricular conversion cost per academic program (step 3) - $.02M – by the number of academic programs for each UC campus (column A) by the estimated labor cost difference for UC instructors[3] on each campus compared to the five CSU campuses (i.e., UC campus factor). For example, the UC Davis campus instruction salary factor is 1.38, calculated by dividing $137,997 (average 2024-25 UC Davis salary for instruction) by $99,895 (average 2024-25 salary for instruction at the five CSU campuses).

The high-end estimate for semester conversion (column C) is CSU Cal Poly SLO's curricular conversion cost per academic program (step 3) - $.03M – by the number of academic programs for each UC campus (column A) and then the estimated labor difference for UC instructors on each campus compared to average salaries for CSU Cal Poly SLO instructors (i.e., UC campus factor). For example, the UC Davis campus instruction salary factor is 1.04, calculated by dividing $137,997 (average 2024-25 UC Davis salary for instruction) by $132,413 (average 2024-25 CSU Cal Poly San Luis Obispo salary for instruction).

Step 9: UC estimate on Curricular Conv Inf Adj Cost for Programs

Low semester conversion estimate based on # of UC academic programs multiplied by step 3 ($.02M) multiplied by individual UC campus instruction salary cost factor for 5 CSUs. [1]

High semester conversion estimate equals # of UC academic programs multiplied by CSU Cal Poly SLO budget for curricular conversion ($.03M) and individual UC campus instruction salary cost factor for CSU Cal Poly SLO [1]

For quarter conversion estimates, UC quarter campus costs are reduced by 95 percent.

		Conversion to Semesters		*Conversion to Quarters*	
	Academic Programs	Low $M est	High $M est	Low $M est	High $M est
	A	B = A*.02M*UC campus factor	C = $.03*A*UC campus factor	D = B*.05	E = C*.05
UC Berkeley	300	$ 0.42	$ 0.53	$ 8.48	$ 10.63
UC Davis	208	$ 4.76	$ 5.97	$ 0.24	$ 0.30
UC Irvine	195	$ 5.20	$ 6.52	$ 0.26	$ 0.33
UCLA	238	$ 6.87	$ 8.62	$ 0.34	$ 0.43
UC Merced	78	$ 0.17	$ 0.22	$ 1.72	$ 2.15
UC Riverside	171	$ 3.97	$ 4.97	$ 0.20	$ 0.25
UC San Diego	221	$ 5.71	$ 7.15	$ 0.29	$ 0.36
UC Santa Barbara	149	$ 3.96	$ 4.96	$ 0.20	$ 0.25
UC Santa Cruz	140	$ 3.37	$ 4.23	$ 0.17	$ 0.21
Systemwide Total	**1,700**	**$ 34.44**	**$ 43.16**	**$ 11.89**	**$ 14.90**

1 Instruction salary data from DOF's Salaries and Wages report.

[2] https://dof.ca.gov/wp-content/uploads/sites/352/2024/02/Education.pdf

[3] Health science instructor salaries are excluded.

UC Advising Cost Estimates

The low-end advising cost estimate for semester conversion (column B) is CSU advising cost per student (step 4) - $.00007M – by the number of Fall 2024 undergraduate and graduate state supported students on each UC campus (column A) and then by the estimated labor cost difference for UC academic support personnel on each campus compared to the five CSU campuses (i.e., UC campus factor). For example, the UCLA academic support salary factor is 1.49, calculated by dividing $103,433 (average 2024-25 UCLA salary for academic support) by $69,466 (average 2024-25 salary for academic support at the five CSU campuses).

The high-end estimate for semester conversion (column C) is CSU Cal Poly SLO's advising cost per student (step 4) - $.00008M – by the number of Fall 2024 students for each UC campus (column A) and then the estimated labor difference for UC academic support personnel on each campus compared to average salaries for CSU Cal Poly SLO academic support personnel (i.e., UC campus factor). For example, the UCLA academic support salary factor is 1.23, calculated by dividing $103,433 (average 2023-24 UCLA salary for academic support) by $83,838 (average 2024-25 CSU Cal Poly San Luis Obispo salary for academic support).

Step 10: UC estimate on Advising Conv Inf Adj Cost for Students

Low semester conversion estimate based on # of UC students (excl self-supporting) multiplied by step 4 ($.00007M) multiplied by individual UC campus academic support salary cost factor for 5 CSUs. [1]

High semester conversion estimate equals # of UC students multiplied by CSU Cal Poly SLO conversion budget for advising ($.00008M) multiplied by individual UC campus academic support salary cost factor for CSU Cal Poly SLO [1]

For quarter conversion estimates, UC quarter campus costs are reduced by 95 percent.

		Conversion to Semesters		*Conversion to Quarters*	
	# Students	**Low $M est**	**High $M est**	**Low $M est**	**High $M est**
	A	**B= $00007*A*UC campus factor**	**C = $.00008*A*UC campus factor**	**D = B*.05**	**E = C*.05**
UC Berkeley	42,328	$ 0.28	$ 0.24	$ 5.50	$ 4.79
UC Davis	38,870	$ 4.11	$ 3.57	$ 0.21	$ 0.18
UC Irvine	35,702	$ 4.70	$ 4.08	$ 0.23	$ 0.20
UCLA	43,206	$ 4.68	$ 4.07	$ 0.23	$ 0.20
UC Merced	9,110	$ 0.09	$ 0.08	$ 0.94	$ 0.82
UC Riverside	25,739	$ 2.80	$ 2.43	$ 0.14	$ 0.12
UC San Diego	42,820	$ 4.80	$ 4.17	$ 0.24	$ 0.21
UC Santa Barbara	26,129	$ 2.77	$ 2.41	$ 0.14	$ 0.12
UC Santa Cruz	19,938	$ 2.49	$ 2.16	$ 0.12	$ 0.11
Systemwide Total	**283,842**	**$ 26.70**	**$ 23.22**	**$ 7.76**	**$ 6.75**

1 Academic support salary data from DOF's Salaries and Wages report.

UC Leadership Transition Office and Communication Support Cost Estimates

The low-end leadership transition office and communication support cost estimate for semester conversion (column A) is $2.2M, or the average cost that the five CSU semester conversion campuses (step 5) multiplied by the estimated labor cost difference for UC institutional support personnel on each campus compared to the five CSU campuses (i.e., UC campus factor). For example, the UC Riverside institutional support salary cost factor is 1.31, calculated by dividing $123,084 (average 2024-25 UC Riverside salary for institutional support) by $94,218 (average 2024-25 salary for institutional support at the five CSU campuses).

The high-range cost estimate for semester conversion (column B) is $1.92M, or the estimated cost for CSU Cal Poly SLO adjusted by the estimated labor cost difference for each UC campus and CSU Cal Poly SLO (i.e., UC campus factor). For example, the UC Riverside institutional support salary cost factor is 1.19, calculated by dividing $123,084 (average 2024-25 UC Riverside salary for institutional support) by $103,253 (average 2024-25 CSU Cal Poly San Luis Obispo salary for institutional support).

Step 11: UC estimate on Leadership Transition Office Inf Adj Cost

Low semester conversion estimate based on step 5 CSU five campus average ($2.20M) multiplied by individual UC campus institutional support salary cost factor for 5 CSUs. [1]

High semester conversion estimate equals CSU Cal Poly SLO conversion budget for leadership transition office ($1.92M) multiplied by individual UC campus institutional support salary cost factor for CSU Cal Poly SLO [1]

For quarter conversion estimates, UC quarter campus costs are reduced by 95 percent.

	Conversion to Semesters		*Conversion to Quarters*	
	Low $M est	High $M est	Low $M est	High $M est
	A = $2.2M*UC campus factor	B = $1.92*UC campus factor	C = A*.05	D = B*.05
UC Berkeley	$ 0.15	$ 0.12	$ 3.07	$ 2.45
UC Davis	$ 2.54	$ 2.02	$ 0.13	$ 0.10
UC Irvine	$ 2.87	$ 2.29	$ 0.14	$ 0.11
UCLA	$ 2.85	$ 2.27	$ 0.14	$ 0.11
UC Merced	$ 0.27	$ 0.21	$ 2.66	$ 2.12
UC Riverside	$ 2.87	$ 2.29	$ 0.14	$ 0.11
UC San Diego	$ 2.80	$ 2.23	$ 0.14	$ 0.11
UC Santa Barbara	$ 2.73	$ 2.18	$ 0.14	$ 0.11
UC Santa Cruz	$ 2.90	$ 2.31	$ 0.14	$ 0.12
Systemwide Total	**$ 19.98**	**$ 15.94**	**$ 6.71**	**$ 5.35**

1 Institutional support salary data from DOF's Salaries and Wages report.

UC Operational Support Cost Estimates

The low-end operational support cost estimate for semester conversion (column A) is $1.76M, or the average cost that the five CSU semester conversion campuses (step 6), is multiplied by the estimated labor cost difference for UC student service personnel on each campus compared to the five CSU campuses (i.e., UC campus factor). For example, the UC San Diego student services salary cost factor is 1.32, calculated by dividing $87,440 (average 2024-35 UC San Diego salary for student services) by $66,473 (average 2024-25 salary for student services at the five CSU campuses).

The high-range cost estimate for semester conversion (column B) is $4.53M, or the estimated cost for CSU Cal Poly SLO adjusted by the estimated labor cost difference for each UC campus and CSU Cal Poly SLO (i.e., UC campus factor). For example, the UC San Diego student services salary cost factor is 1.30, calculated by dividing $87,440 (average 2024-25 UC San Diego salary for student services) by $67,485 (average 2024-25 CSU Cal Poly San Luis Obispo salary for student services).

Step 12: UC estimate on Operational Support Inf Adj Cost (e.g., registrar, financial aid, payroll)

Low semester conversion estimate based on step 6 CSU five campus average ($1.76M) multiplied by individual UC campus services salary cost factor for 5 CSUs. [1]

High semester conversion estimate equals CSU Cal Poly SLO conversion budget for operational support ($4.53M) multiplied by individual UC campus student services salary cost factor for CSU Cal Poly SLO [1]

For quarter conversion estimates, UC quarter campus costs are reduced by 95 percent.

	Conversion to Semesters		*Conversion to Quarters*	
	Low $M est	High $M est	Low $M est	High $M est
	A = $1.76*UC campus factor	B = $4.53*UC campus factor	C = A*.05	D = B*.05
UC Berkeley	$ 0.14	$ 0.36	$ 2.85	$ 7.23
UC Davis	$ 2.10	$ 5.34	$ 0.11	$ 0.27
UC Irvine	$ 2.48	$ 6.29	$ 0.12	$ 0.31
UCLA	$ 2.43	$ 6.16	$ 0.12	$ 0.31
UC Merced	$ 0.21	$ 0.52	$ 2.06	$ 5.24
UC Riverside	$ 2.31	$ 5.86	$ 0.12	$ 0.29
UC San Diego	$ 2.31	$ 5.87	$ 0.12	$ 0.29
UC Santa Barbara	$ 2.34	$ 5.94	$ 0.12	$ 0.30
UC Santa Cruz	$ 2.59	$ 6.57	$ 0.13	$ 0.33
Systemwide Total	**$ 16.91**	**$ 42.91**	**$ 5.74**	**$ 14.57**

1 Student services salary data from DOF's Salaries and Wages report.

UC Information Technology Cost Estimates

The low end of information technology costs for semester conversion is $5.21M or the average cost that the five CSU semester conversion campuses incurred for such functions (step 7) multiplied by the estimated labor cost difference for UC institutional support personnel on each campus compared to the five CSU campuses (i.e., UC campus factor). For example, the UC Santa Barbara institutional support salary cost factor is 1.24, calculated by dividing $116,976 (average 2024-25 UC Santa Barbara salary for institutional support) by $94,218 (average 2024-25 salary for institutional support at the five CSU campuses).

The high-range cost estimate for semester conversion (column B) is $6.75M, or the estimated cost for CSU Cal Poly SLO adjusted by the estimated labor cost difference for each UC campus and CSU Cal Poly SLO (i.e., UC campus factor). For example, the UC Santa Barbara institutional support salary cost factor is 1.13, calculated by dividing $116,976 (average 2024-25 UC Santa Barbara salary for institutional support) by $103,253 (average 2024-25 CSU Cal Poly San Luis Obispo salary for institutional support).

Step 13: UC estimate on Technical Inf Adj Cost

Low semester conversion estimate based on step 7 CSU five campus average ($5.21M)multiplied by individual UC campus institutional support salary cost factor for 5 CSUs. [1]

High semester conversion estimate equals CSU Cal Poly SLO conversion budget for IT modifications ($6.75M) multiplied by individual UC institutional support salary cost factor for CSU Cal Poly SLO [1]

For quarter conversion estimates, UC quarter campus costs are reduced by 95 percent.

	Conversion to Semesters		Conversion to Quarters	
	Low $M est A = $5.21*UC campus factor	High $M est B = $6.75*UC campus factor	Low $M est C = A*.05	High $M est D = B*.05
UC Berkeley	$ 0.36	$ 0.43	$ 7.28	$ 8.60
UC Davis	$ 6.02	$ 7.10	$ 0.30	$ 0.36
UC Irvine	$ 6.81	$ 8.04	$ 0.34	$ 0.40
UCLA	$ 6.76	$ 7.98	$ 0.34	$ 0.40
UC Merced	$ 0.63	$ 0.74	$ 6.31	$ 7.45
UC Riverside	$ 6.81	$ 8.04	$ 0.34	$ 0.40
UC San Diego	$ 6.64	$ 7.83	$ 0.33	$ 0.39
UC Santa Barbara	$ 6.47	$ 7.64	$ 0.32	$ 0.38
UC Santa Cruz	$ 6.87	$ 8.11	$ 0.34	$ 0.41
Systemwide Total	**$ 47.38**	**$ 55.93**	**$ 15.91**	**$ 18.79**

However, UC believes these estimates likely understate the IT modification costs, in part because CSU's IT systems are more centralized than UC. In addition, and when adjusted for inflation, Ohio State University spent over $12.4 million for their IT modification costs. UC CIO's office requested a rough estimate on what a calendar conversion might cost, focusing on the higher cost of having quarter campuses convert to a semester calendar. The table below provides the information campuses provided, along with how the figures are used in the calendar conversion estimate. It also includes potential costs for UCOP.

Calendar Conversion
Systemwide Low-High WAG January 30, 2025

Locations	Cost Estimates Low	High	Comments
UC Berkeley	$0	$0	Semester campus, no cost estimate response to be provided per Tracy
UC Merced	$0	$0	Semester campus, no cost estimate response to be provided per Nick
UC Davis	$43,000,000	$43,000,000	UCD Estimate: with a highly customized Banner instance and multiple add-on applications, there will be significant resources needed for thorough analysis and testing for the core SIS as well as 20+ integrated applications.
UC Irvine	$20,000,000	$30,750,000	Focused on the applications and systems managed by central IT, the UCI Office of Information Technology (OIT), except for the libraries. Does not include impacts to academic and research unit systems/applications
UC Los Angeles	$45,000,000	$55,000,000	
UC Riverside	$28,100,000	$32,000,000	Higher cost estimates related to the need for outsourcing. Total Apps: Low 39 / Moderate 26 / High 38 / Extra High 7. XL Complex Systems: Core Banner System, DegreeWorks, Graduate Division Admissions System Graduate Enrolled Students System, iGrade, Statement of Legal Residence, Student Forms (Statement of Legal Residence - SL). Timeframe needed 2-3 yrs.
UC San Diego	$20,000,000	$25,000,000	Estimate cost of changes between $20 million and $25 million, affecting largely our student systems and related systems.
UC Santa Barbara	$26,500,000	$32,000,000	Estimated 200 systems to require modification/remediation. Costs include high-level estimates of technical, functional, and coordinating labor reuqired to specify, test, manage, and communicate project changes. UCSB plans to replace their Student Information System and related systems in the next few years. Current cost estimates are only for remediation of existing systems and do not include this alternative implementation scenario.
UC Santa Cruz	$7,000,000	$26,800,000	Conservative range $7-10M; less conservative range $16-26.8M
UCOP	$1,610,000	$5,550,000	Calendar Conversion related cost estimations for UCOP internal Systems.

Step 13A: UC estimate on Technical Costs

Semester conversion cost data provided by UC campuses (UCB and UCM est based on CSU data)

Quarter conversion cost data keeps CSU data for quarter campuses, uses UCSB estimates for UCB and UCSC estimates for UCM

	Conversion to Semesters		*Conversion to Quarters*	
	Low $M est	**High $M est**	**Low $M est**	**High $M est**
UC Berkeley	$ 0.36	$ 0.43	$ 26.50	$ 32.00
UC Davis	$ 43.00	$ 43.00	$ 0.30	$ 0.36
UC Irvine	$ 20.00	$ 30.75	$ 0.34	$ 0.40
UCLA	$ 45.00	$ 55.00	$ 0.34	$ 0.40
UC Merced	$ 0.63	$ 0.74	$ 7.00	$ 26.80
UC Riverside	$ 28.10	$ 32.00	$ 0.34	$ 0.40
UC San Diego	$ 20.00	$ 25.00	$ 0.33	$ 0.39
UC Santa Barbara	$ 26.50	$ 32.00	$ 0.32	$ 0.38
UC Santa Cruz	$ 7.00	$ 26.80	$ 0.34	$ 0.41
Systemwide Total	**$ 190.60**	**$ 245.72**	**$ 35.82**	**$ 61.54**

UC Semester Conversion Cost Estimates

The following table provides the low- and high-range estimates for the sum of each cost category, including curricular revision and review, advising, transition leadership and communications, operational support, and IT modifications for semester and quarter calendar conversions.

Step 14: UC estimate on Conversion Cost Estimates (Using UC IT Cost Data)

Cost estimates are sum of campus figures in steps 9 through 13A (instead of 13)

	Conversion to Semesters		*Conversion to Quarters*	
	Low $M est	**High $M est**	**Low $M est**	**High $M est**
UC Berkeley	$ 1.36	$ 1.68	$ 46.40	$ 57.09
UC Davis	$ 56.51	$ 59.90	$ 0.98	$ 1.20
UC Irvine	$ 35.25	$ 49.94	$ 1.10	$ 1.36
UCLA	$ 61.83	$ 76.11	$ 1.18	$ 1.45
UC Merced	$ 1.37	$ 1.78	$ 14.38	$ 37.13
UC Riverside	$ 40.05	$ 47.56	$ 0.94	$ 1.18
UC San Diego	$ 35.62	$ 44.43	$ 1.11	$ 1.36
UC Santa Barbara	$ 38.30	$ 47.49	$ 0.91	$ 1.16
UC Santa Cruz	$ 18.34	$ 42.07	$ 0.91	$ 1.17
Systemwide Total	**$ 288.62**	**$ 370.96**	**$ 67.92**	**$ 103.11**

As the Ohio State University approach and difference in CSU and UC IT costs show, the eventual costs will vary depending on where campuses provide additional compensation or use existing labor, which then involve different opportunity costs not estimated here.

UC implementation and financing strategies

UC can evaluate different strategies to manage costs and support implementation.

Staggered implementation or all at once

One option to consider is whether all UC quarter campuses should convert to semesters at the same time or stagger the campus implementation process. CSU staged its semester conversion with two campuses converting between 2013-14, two more in 2014-15, one in 2016-17, and one in 2022-23. This approach allowed CSU to spread costs over a multi-year period and for campuses to learn from one another throughout the process. However, this approach also contributed to higher conversion costs for campuses that converted at a later date, in part due to inflation.

One-time costs spread over time

The semester conversion process can take between three to five years. Therefore, these one-time costs are spread over multiple years, depending on the staging of the work needed on campus. CSU Cal Poly San Luis Obispo's four-year timeline that shows the first year focused on establishing steering committee and curriculum planning initiating the process, followed by an almost two-year process for curriculum review, revision and approval and the concurrent launch of non-academic efforts (e.g., operational and IT modifications). The curriculum work drives the advising efforts, particularly what is needed to inform individual advising plans and the course catalog. For some students transferring from quarters to semesters, CSU Cal Poly San Luis Obispo is planning for that some bridge and cap courses may be needed to cover missing material in the new semester courses.

<table>
<tr><th>Winter 22-Summer 22</th><th>Fall 22 - Fall 23</th><th>Winter 24-Winter 25</th><th>Spring 25-Summer 25</th><th>Fall 25 - Summer 26</th><th>Fall 26</th></tr>
<tr><td rowspan="2">Develop curriculum planning</td><td>Develop curriculum proposals</td><td rowspan="2">Academic senate committees review catalog proposals</td><td rowspan="5">Build out 2026-27 catalog, operational, and student transition plans</td><td>Publish 2026-27 catalog in Fall 2025</td><td rowspan="6">First semester</td></tr>
<tr><td>Convert/redesign curriculum</td><td rowspan="4">Revise policies, complete operational and advising plans over this period</td></tr>
<tr><td></td><td></td><td></td></tr>
<tr><td>Establish steering committee</td><td rowspan="2">Begin work on non-academic aspects of conversion</td><td></td></tr>
<tr><td>Complet projected budget</td><td></td></tr>
<tr><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td></td><td></td><td></td><td></td><td>Begin offering bridge and cap courses from spring to summer</td></tr>
</table>

This timeline is one illustration of the spacing of semester conversion work which also means the one-time funds can be spread over the process. For CSU LA and Bakersfield, which completed this work in three years, much of the work and expenditures (i.e., 55-60 percent of total expenditures) were front loaded in the first year and then the remaining 45-40 percent over the next two years. For CSU Pomona, which took around four years to complete the transition, it was just over 20 percent for the first year, just over 30 percent the second year and 20 to 25 percent in each of the remaining two years. CSU central IT costs were spread over this period, with the largest expenditures in years where multiple campuses were engaged in semester conversion process.

Financing opportunities

Funding sources used to cover the costs of the conversion project are likely to vary. For example, it might be a mix of using reserves or financing. Final decisions with respect to financing will depend on the timing of when expenditures will first be incurred for the conversion project. In the current market, annual debt service for $10 million in financing would range from $1.3 million to $1.7 million, assuming a 7–10-year term. The table below provides these financing options for the calendar costs estimates.

Step 15: UC financing estimates

Assuming current market annual debt servicing where $10M is financing would range from $1.3M to $1.7M on a 7-10 year ter

	Conversion to Semesters				*Conversion to Quarters*			
	Low $M est		**High $M est**		**Low $M est**		**High $M est**	
UC Berkeley	$ 0.18 to $ 0.23		$ 0.22 to $ 0.29		$ 6.03 to $ 7.89		$ 7.42 to $ 9.71	
UC Davis	$ 7.35 to $ 9.61		$ 7.79 to $ 10.18		$ 0.13 to $ 0.17		$ 0.16 to $ 0.20	
UC Irvine	$ 4.58 to $ 5.99		$ 6.49 to $ 8.49		$ 0.14 to $ 0.19		$ 0.18 to $ 0.23	
UCLA	$ 8.04 to $ 10.51		$ 9.89 to $ 12.94		$ 0.15 to $ 0.20		$ 0.19 to $ 0.25	
UC Merced	$ 0.18 to $ 0.23		$ 0.23 to $ 0.30		$ 1.87 to $ 2.45		$ 4.83 to $ 6.31	
UC Riverside	$ 5.21 to $ 6.81		$ 6.18 to $ 8.09		$ 0.12 to $ 0.16		$ 0.15 to $ 0.20	
UC San Diego	$ 4.63 to $ 6.05		$ 5.78 to $ 7.55		$ 0.14 to $ 0.19		$ 0.18 to $ 0.23	
UC Santa Barbara	$ 4.98 to $ 6.51		$ 6.17 to $ 8.07		$ 0.12 to $ 0.16		$ 0.15 to $ 0.20	
UC Santa Cruz	$ 2.38 to $ 3.12		$ 5.47 to $ 7.15		$ 0.12 to $ 0.15		$ 0.15 to $ 0.20	
Systemwide Total	**$ 37.52**	**to**	**$ 49.07**	**$ 48.22**	**to**	**$ 63.06**	**$ 8.83**	**to**	**$ 11.55**	**$ 13.40**	**to**	**$ 17.53**

Semester conversion ranges from $37M to $63M for the system or $2.4M to $12.9M per quarter campus. Quarter conversion ranges from $8.8M to $17.5M for the system or $4.8M to $9.7M per semester campus.

Other implementation strategies

Ther may be opportunities UC campuses can reduce expenditures and make the process more efficient by leveraging campus and systemwide resources, such as the following:

Curricular revision and review

UC campuses could use systemwide disciplinary meetings to have UC semester campuses share courses, curriculum, and program information as a resource for UC quarter campuses. In addition, there may be opportunities, particularly for unique courses or smaller programs, to consider online offerings which could be provided across campuses. UC Online might be a resource to support that development.

In addition, the shift to remote instruction during the pandemic illustrates how curricular conversions can be supported at scale. Teaching & Learning Centers can produce critical resources to support curricular coherence and reinvent what happens within the classroom, particularly if provided sufficient time and support to complete this work. Center directors hold systemwide meetings that could provide a place to create common materials or templates that can be used across campuses.

Advising

UC hosts a systemwide academic advising council with representatives across the system. There could be opportunities to work with that group and other institutions who have completed semester conversions to share information on factors to consider and tools to use, like individual advising plans.

Academic advisors are not the only population that would see an increased workload. There are existing workload concerns for advisors and accommodation officers who work with students with disabilities, so other staff groups supporting students may need further support during this transition period.

This transition work is significant, but by reducing the number of cycles from three to two, it would allow advisors and other student support services to have more time in a term to work with students and help students in academic difficulty get back on track. This change could support staff retention.

Leadership transition and communications

UC community members noted the need for a thoughtful transition plan with the necessary resources and materials and change management support. This support could include program and project management; strong campus-wide communication for faculty, staff, and students; and advanced notice and a timeline and/or timetable to support planning.

Operational costs

UC could use systemwide administrative groups to have UC semester campuses share information on their business processes as a resource for UC quarter campuses.

While some APC members noted an increased workload for staff that would need to support calendar conversion, they also noted the stress these staff currently have supporting students, in part due to the faster process times for staff that the quarter calendar requires. Some thought the change could support staff retention if the work during the term was not as stressful or intense. In addition to the reduced workload and gained efficiency from one fewer administrative cycle, students may also see a benefit in a reduced cost of attendance by having one less buying cycle for new supplies, books, and other term-related expenditures.

IT modifications

UC surveyed campus CIOs to identify systems that could be affected with semester conversion. A further discussion of this information may also identify opportunities to spread the IT costs across campuses, instead of having each campus manage costs independently.