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Dean, Social Sciences

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Dean, Physical and Biological Sciences

WILLIAM LADUSAW
Dean, Humanities Division

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Dean, Baskin School of Engineering

DAVID YAGER
Dean, Arts Division

Dear Colleagues:

Re: Master’s Programs Incentive Funding

Significantly increasing the number of graduate students at UCSC has long been a campus goal and, during the past several months, Vice Provost and Dean of Graduate Studies (VP/DGS) Tyrus Miller has led discussions about the adoption of a funding model to incentivize increasing enrollments in Master’s programs. Expanding Master’s enrollments is intended to create program flexibility to also grow doctoral enrollments, improve research and instructional capacity, enrich the graduate curriculum, and enhance UCSC’s relevance for regional industry. Consultation occurred broadly, including the Deans, Vice Provosts, several committees of the Academic Senate, members of the faculty at large, and divisional/departmental staff.

I am pleased to approve implementation of the new funding model, effective Fall quarter 2013. The attached document provides specific details of the model. In summary, tuition revenue generated by Master’s enrollments will be shared between:

- The originating program, for supporting instructional needs of the program or affiliated departments or to provide additional doctoral student financial support;
- The home division for academic support expenses;
- The CP/EVC for campuswide costs; and
- Financial aid, as administered by the VP/DGS.

Funding will be phased in over three years. Initial enrollment baselines have been established for each eligible program based on the three-year average of recent enrollment levels. Tuition sharing will only occur if enrollments exceed the baseline. In 2014-15 the baselines will be reduced by 50 percent and in 2015-16 the baselines will be eliminated entirely. At the same time, funding for Master’s enrollments in graduate block grants will be phased out in the same manner (e.g. no change in 2013-14, 50 percent reduction in 2014-15, and complete elimination in
2015-16) to help defray the overall cost to the campus. Overall, programs will realize a net increase in resources available along with added flexibility in how to deploy the funds.

It is imperative that program quality is maintained, access for underrepresented populations is improved, and the number of degrees conferred increases along with enrollments. Master’s enrollments should not simply be increased at the expense of these important factors. Similarly, growth in Master’s programs should not negatively impact doctoral or undergraduate programs. The VP/DGS will closely monitor each program’s performance on an ongoing basis. In addition, there will be a comprehensive review after three years to evaluate the effect of the incentive funding on enrollment growth, possible side-effects, and overall effectiveness.

Attached you will find detailed allocations for each program based on actual Fall 2013 figures. Subsequent allocations will be made on a quarterly basis. Please share the incentive funding model information broadly with your program faculty and staff, and help them make sound curricular and financial decisions. Successful outcomes are more likely when people are fully informed and understand the implications of their actions.

If you have questions about the incentive model, please contact Vice Provost and Dean Miller (extension 9-5079 or e-mail tyrus@ucsc.edu). Questions regarding the allocation of funds should be directed to Free Moini in the Planning and Budget Office (extension 9-4304 or e-mail fbmoini@ucsc.edu).

Sincerely,

[Signature]
Alison Galloway
Campus Provost and
Executive Vice Chancellor

Attachments

cc: Assistant Deans
Vice Chancellor Delaney
Academic Senate Chair Konopelski
Vice Provost and Dean Miller
Assistant Director Moini