Ralph A. Wolff  
Executive Director  
Western Association of Schools & Colleges  
985 Atlantic Avenue, Suite 100  
Alameda, CA 94501

Dear Dr. Wolf:

RE: UCSC Response to the Team Report

I write to acknowledge the receipt of the Western Association of Schools & Colleges visiting team’s final report on UCSC’s Educational Effectiveness Review (February 2-4, 2005). We thank Chair Duderstadt, Assistant Chair González, and the other members of the team for their thorough and thought-provoking report.

The campus self-study and the visiting team’s reports have been valuable to me as I take up the role of Chancellor at UCSC. I appreciate Chair Duderstadt’s willingness to structure the last day of the visit as a high-level consultation on campus strategic issues. The productivity of those sessions is clear from the subsequent discussion among the administration and faculty senate leaders and in the wide-ranging nature of the recommendations and suggestions in the team’s report.

The major recommendations and invitations to action in the report will provide UCSC with food for thought for some time. My intent in this letter is to highlight for the commission some points that from the perspective of the campus are of immediate applicability.

Planning, Organization, Resources, and Governance

I appreciate the report’s observations about the campus’s past administrative practice and its tactical suggestions for improvement. The campus provost and I are committed to working with the academic senate in developing effective models for long-range planning, consultation, and governance that are consistent with the demands of our future development.

Along with our sister campuses, we will make the most effective use possible of existing state support as we become more entrepreneurial in redeploying and securing additional resources to build capacity for new initiatives. As the committee recognizes, this will require finding an effective balance between expansion into new territory and effective support for current strengths.

We appreciate the advice that the campus should be more proactive in transforming its current programs at the same time as it develops new ideas as well as drawing on the perspective and expertise of off-campus stakeholders and supporters.
Undergraduate Education and Educational Assessment

We acknowledge the need to intensify our assessment of the general education component of the undergraduate program (p. 9) and to reach a faculty consensus on how to improve it. We agree that our results should be assessed in the next WASC review.

The report acknowledges (p. 4) our efforts to incorporate assessment of learning outcomes systematically into our thinking. We continue to find opportunities to stimulate productive faculty conversations as a result of external reviews of programs and internal reviews of general education courses. We appreciate the encouragement to bring our faculty research expertise on learning to bear on these questions.

The report’s suggestions (p. 24) on educational assessment are thought provoking and encourage us to think more broadly than we had previously about our potential in this area.

Graduate and Professional Education

Preparation for this review stimulated and clarified campus thinking about its aspirations for graduate growth. We agree with the report’s recommendations that the next steps require critical assessment of our existing graduate programs and their organization as well as the campus administrative structures that support graduate studies.

Discussion during the review visit of the future role of professional education at UCSC was perhaps the most provocative. It revealed the need for the faculty and the administration to think more broadly and critically about the category. This is an area that will require further consultation between the administration and the faculty to develop goals and priorities. We appreciate the role of the committee in getting this underway.

Graduate – Undergraduate Linkage and the College System

We appreciate the committee’s recognition of our engagement with the goal of synergy between graduate education and the undergraduate experience. Their recommendations in this area are thought provoking and will guide further development of our TA training programs.

The potential of the residential colleges for supporting campus goals in undergraduate and graduate education is noted at several points in the report. We expect that the leadership of the colleges will take as an invitation to action the report’s recommendation that they more effectively support upper-division, transfer, and graduate students.

Diversity

We recognize the strong connection between social diversity and excellence. We are committed to building a university with broadly diverse communities of students, staff, and faculty. We welcome the challenge of continuous improvement in this regard.

In closing, I would also like to convey our thanks to Elizabeth Griego, who has been a very effective liaison throughout the process. I look forward to attending the commission meeting on July 17 and working with you and the commission in the future.

Sincerely,

[Signature]

Denice D. Denton
Chancellor

cc: (see over)
cc: Interim CP/EVC Kliger
    Vice Provost Ladusaw
    Academic Senate Chair Galloway
    Academic Senate Vice Chair Crosby
    WASC Steering Committee
    Deans