

OVERVIEW OF DIVISIONAL LONG-TERM PLANS

**Including Proposed New Programs,
Programs Proposed for Silicon Valley Center
and/or
An Expanded State-supported Summer Quarter**

Division: Graduate Studies

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Date Submitted: March 15, 2001

Executive Summary

The Division of Graduate Studies is committed to providing infrastructure support to academic departments and other campus units in implementing UCSC's Long-Range Graduate Enrollment Plan, which calls for expanding current graduate programs and launching various new ones, on the way to doubling graduate enrollment by 2010-11. In addition, we hope to materially increase the financial assistance available to UCSC graduate students, and significantly enhance the services available to them — and to members of UCSC's Postdoctoral community — as they pursue their advanced training.

As noted in Provost Simpson's memo of December 22, campus discussion of the academic plans will serve to guide the detailed planning of all academic support activities. At the same time, however, the Graduate Division's goals and objectives must reflect the recommendations of the Millennium Committee, and those of the Task Forces led by Professors Belanger and Walsh. In what follows, we will attempt to integrate the ideas of these various planning documents, indicate the role of the Graduate Division in helping to realize these ideas, and note the resource implications inherent in these realizations.

Graduate Enrollment

In Fall 2000, graduate enrollment at UCSC reached its highest total ever, at 1,079 students. If we take literally the idea of doubling graduate enrollment by 2010-11, we must plan for 2,158 graduate students in Fall 2010. In order to reach 2,158 in ten years' time, we will have to increase graduate enrollment at an average annual rate of 7.2 percent. If we can achieve this rate of growth, graduate enrollment in Fall quarter 2005 will total 1,528 students.

To understand the magnitude of this undertaking, consider that in the ten years from 1990 to 2000, graduate enrollment grew from 963 to 1,079 — an average annual rate of increase of 1.14 percent. Thus over the next decade, we will need to add graduate students at a rate more than six times as fast as in the decade just concluded. Since a number of our existing 26 graduate programs are already approaching their ultimate enrollment size, it will be necessary to launch a significant number of new programs.

New Programs

It has long been a goal of the campus to offer graduate-level study in all major disciplines and key interdisciplinary areas. With the recent addition of doctoral programs in Politics, Environmental Toxicology, and Philosophy, we have moved closer to that goal. In the next decade, the campus will continue to launch new programs, but at an accelerated rate. Some of these new programs will be sponsored by, and housed in, a single department; while others, due to the interdivisional nature of their subject area or approach, will better be sponsored by Graduate Groups.

Department-based programs. By 2010-11, we expect to have launched graduate programs in all or most of the following areas: Applied Mathematics, Art (M.F.A.) Community Studies, Education (Ph.D.), Electrical Engineering, Engineering Management, Film & Digital Media, Mechanical Engineering, Music (D.M.A.), Software Engineering, Theater Arts (M.F.A.), and Women's Studies.

Graduate Groups. Graduate Groups and the interdisciplinary programs that they sponsor have long played an important role in graduate education at UC Berkeley and especially at UC Davis, where such Groups sponsor more than half of the graduate programs on campus. These programs are typically administered and overseen by the Graduate Divisions of those campuses. At UCSC, planning is currently underway for interdivisional programs in American Studies, Forensics, Latin American and Latino Studies, Human Sexuality, Public Policy, and Visual and Performance Studies. Other interdivisional programs are expected to surface once the protocols for establishing and administering Graduate Groups are completed and publicized to the faculty.

Graduate Student Housing

Given recent trends in housing costs in and around Santa Cruz, doubling our graduate enrollment will almost certainly require additional on-campus housing. Our current LRDP calls for 50 percent of graduate students to be housed on campus, and that proportion is increasingly the norm at our sister campuses. UC Irvine now houses 50 percent of graduate students on campus (in single- and family-student units combined); UC San Diego houses 46 percent; and UC Santa Barbara will soon break ground for an 800-bed facility solely for graduate students, which, when completed in 2004, will enable them to provide on-campus housing for about 45 percent of their graduate population.

At UCSC, only 80 beds are currently reserved for (single) graduate students. Housing 50 percent on campus while doubling the enrollment will necessitate adding some 1,000 beds for graduate students. The Belanger Task Force determined that one solution would be a residential Graduate College that would provide not only housing, but child care facilities and other services that residential colleges at Santa Cruz typically provide. A single large complex on the site(s) reserved for Colleges 11 and 12 might serve 600 single students plus 400 married students and their families. Without some such new facilities, graduate student recruitment will be increasingly difficult.

Student Services

Currently Graduate Division staffing levels do not allow us to provide the desired and necessary student services for our graduate students. However, with increased graduate enrollment comes the responsibility to provide such student services. Many of these services are provided in tangential ways by campus units currently. But the reality is that graduate students are often overlooked in light of the considerably larger and more traditional undergraduate needs. For instance, graduate students currently visit Cowell Health Center for psychological services. However, current staff at Cowell Health does not have the necessary experience to deal with the graduate students and the differing needs of this population. Career Services would be another example of services that should be expanded for graduate students. This would include placement services, résumé preparation, interviewing techniques, and career fairs. New initiatives would include writing workshops for students in the dissertation stage of their careers, grant writing and fellowship workshops, speaker series on graduate education and related areas, improved new student orientation particularly as it relates to international students, and increased use and development of the World Wide Web for graduate student services.

Postdoctoral Services

UCSC currently hosts well over 150 Postdoctoral Scholars, and their numbers are expected to rise as the campus adds more ladder faculty to sponsor them, and current junior faculty establish and expand their research programs. The Council of Graduate Deans has taken on the task of systematizing Postdoc appointments and services. Academic Senate Regulations assign responsibility for oversight of Postdoctoral appointments to the Dean of the Graduate Division. To that end, Graduate Studies will soon begin to provide services to UCSC Postdocs while also establishing a central locus for collection and dissemination of information, statistics, and biographical data on our postdoctoral scholars. Services will include career placement assistance for both academic and non-academic positions, development of a teaching portfolio, access to campus services such as housing and health insurance, sponsorship of group meetings and conference attendance, and such other services as can be identified as important for the recruitment, training, and eventual placement of Postdocs.

Student Outreach and Recruitment

In order for the campus to double its graduate enrollment by 2010, a more aggressive approach to graduate student outreach and recruitment will be necessary. Graduate Studies will need to coordinate the strategies that will include increased participation in national recruitment events; better and more responsive recruitment tools (including improved web materials); increased campus recruitment visits by selected faculty, staff, and current graduate students; and aggressive and thorough follow-up to these visits, including engaging department faculty in careful review of the individual graduate applications resulting from these efforts. In addition, campus publications will need to be carefully monitored to ensure accuracy of information and effectiveness of presentation. To accomplish all these objectives, Graduate Studies will need one and perhaps two talented individuals to coordinate and participate in all facets of outreach and recruitment.

Student Financial Support

For academic year 1999-2000, graduate student support at UCSC totaled \$15,615,798 or about \$15,540 per student on average. TAs and associated Fee-offset grants represented about 43 percent of total support, while GSRships represented 29 percent and the remaining 28 percent was provided in the form of fellowships and grants. (Graduate students as a group borrowed at least \$3 million more in educational and other loans, to make ends meet.)

If we assume that the students we are planning to add will need financial support at the same level as current students, then expanding graduate enrollment by 1,079 students will require the campus to provide an additional \$16.8 million per year (1999 dollars) in student support by 2010-11. However, it is important to distinguish the financial support needs of academic doctoral students (whose average total time-to-degree is about 6.5 years) from those of Master's and Certificate students, whose programs are shorter and who can be expected to finance a larger portion of their total need with educational loans.

In 1999-2000, academic doctoral students comprised 73.4 percent of our graduate enrollment; and their average support level was \$17,379. Master's and Certificate students made up the remaining 26.6 percent of enrollment, and their per-capita support averaged \$10,449. If we assume that the

additional enrollments will divide 50-50 between Master's and doctoral students, then the target per-capita support level overall becomes \$13,914 (rather than \$15,540). Assuming a three-quarter average enrollment of 2,050 in 2010-11, the total student support bill for the additional students is reduced to \$14.3 million per year (1999 dollars).

There is an additional complication, however. In 2010-11, TAships will not provide 43 percent of support for 2,050 graduate students. At the current ratio of one TA FTE for every 44 FTE undergraduates, an undergraduate population of 14,800 in 2010 will generate 336 TA FTE, or sufficient half-time TAships to support 672 graduate students — only 32.8 percent of projected graduate enrollment. Clearly, many more GSRships and fellowships will be required to help support the other 1,378 graduate students.

Graduate Division Staffing

The Graduate Division is currently budgeted for 10.25 FTE staff, including 6.75 FTE in clerical positions and 3.5 FTE in analyst-level positions. To serve an additional 1,079 enrolled students, while simultaneously expanding student services; providing a range of new services for UCSC's Postdoctoral community; and administering five to ten Graduate Groups, will require at least 10.5 additional staff FTE — 6.50 FTE clerical staff and 4.0 FTE in analyst-level positions.

Additional administrative analysts will be required to staff the following areas and functions:

- New program proposals; Graduate Groups; external reviews of existing programs (1.0 FTE)
- Alumni relations; fund raising; liaison with University Advancement (1.0 FTE)
- Policy analysis; Graduate Council; Council of Graduate Deans; APC etc. (1.0 FTE)
- Institutional research; reports; publications and public information (1.0 FTE)

Additional clerical staff will be required in the following areas:

- Outreach and recruitment (1.0 FTE)
- Student support — fellowship and assistantship accounting; liaison with Financial Aid (1.0 FTE)
- Postdoctoral Scholar services (1.0 FTE)
- Registration, enrollment, and degree progress (1.0 FTE)
- Alumni relations; fund raising (1.0 FTE)
- Student services — counseling, placement, professional development programs (1.0 FTE)
- Computer support (0.5 FTE)

Assuming that a residential college is built, with the Graduate Dean serving as Provost of the college, an additional 8-10 staff FTE will be required to operate the college (12-14 staff is the normal complement for a residential college at UCSC, but Graduate Division staff already perform some of the functions and services that the colleges provide for undergraduates).

Space Requirements

The Graduate Division currently occupies 2,179 asf in Social Sciences 2, consisting of a suite of offices (1,445 asf) plus two unconnected rooms (734 asf); and we are using every square foot. The office space in Kerr Hall originally proposed for the Graduate Division comes to 1,480 asf, plus

the shared use (with Sponsored Projects and the Office of Research) of a conference room (an additional 217 asf). Attractive as the Kerr Hall location is, 1,480 asf is clearly inadequate for today's Graduate Division, let alone the Graduate Division of 2010-11. Assuming that the proposed graduate college cannot be built and occupied before the fall of 2005, the campus will need to identify accessible, contiguous space totaling a least 2,800 asf to house the Graduate Division for the interim.

Funding Strategies

The funding needs of the Graduate Division for its operations differ greatly from its student-support needs, and the two require rather different strategies if our goals are to be met.

In terms of our operational needs, we are entirely dependent upon the allocations of State general funds that we receive from the Campus Provost and EVC. Unfortunately, it seems unlikely that even the maximum amounts presented in the "Preliminary Allocations Ranges for Planning Instruction and Research" tables will be adequate to support the Graduate Division's expanded responsibilities in the decade ahead. Annual increases of about \$20,000 in our operations budget will not suffice to support the increased staffing required to serve more students, implement new services and administrative procedures for Postdoctoral appointees, sponsor and oversee various Graduate Groups, and operate a residential graduate college. Instead, if our responsibilities will more than double in size and complexity over the next decade, one might expect that our operations budget will double as well, which suggests average annual increases in the \$60,000 range. If this level of funding is not available from enrollment growth resources, our only recourse may be to establish Graduate Studies as a Recharge unit and bill other units for some of the services that we provide.

With regard to the financial support needs of a graduate population increasing at an average annual rate of 7.2 percent, the news is both better and worse. While an additional \$14.3 million per year will be required by 2010-11, the amount required by 2005-06 is significantly less — only about \$5.9 million (in 1999 dollars) for a three-quarter-average headcount population of 1,452 students. The 2,617 additional undergraduates expected by then will generate an additional 119 half-time TAships, each worth about \$19,500, for a total of \$2.3 million in graduate student support. This will leave \$3.6 million per year to be supplied through additional Graduate Student Researcher-ships, fellowships, and grants. We will probably need to mount a major fellowship endowment campaign along the lines of those recently completed at Stanford University and the University of Wisconsin, each of which succeeded in raising \$100 million from donor contributions after the president or provost pledged a like amount from overhead or discretionary funds. The good news is that this funding source has barely been tapped; the matching-fund appeal to faculty and graduate alumni launched a year ago by Interim Dean Bridges with the help of the Development Office has already produced donations and pledges totaling over \$60,000 for our fellowship endowment, and we are hopeful that a more intensive effort will generate many times that amount.

Planning Principles and Goals Met by This Plan

This academic support plan will serve to enhance overall institutional excellence by increasing the graduate presence on campus, and by supporting a broader range of advanced degree programs and services for current and prospective students and Postdoctoral scholars. It will help to provide the

administrative and (assuming that a graduate college is built) physical infrastructure needed to achieve our academic goals. It is designed to accommodate rapid growth in graduate enrollment, and to increase efficiency and effectiveness in providing support services for graduate students by locating these services in a residential college. In addition, this plan enhances campus diversity both by increasing the proportion of graduate students in the student population and by expanding current programs designed to attract underrepresented students to undertake advanced study at Santa Cruz. Finally, it outlines realistic accountability measures and indicates how these can be applied.

Accountability

The effectiveness of an academic support unit like the Graduate Division is best measured by the level of satisfaction with its services expressed by its customers and clients. To this end, we propose that the UCSC Office of Institutional Research undertake periodic surveys of our customers and clients, to include graduate students and Postdoctoral scholars, the academic departments and divisions sponsoring graduate programs, and key officials from the central administration and the Academic Senate. If an initial survey could be completed during the current planning cycle, it would provide a useful baseline from which to measure the Graduate Division's performance as we pursue the campus goal of doubling graduate enrollment by 2010-11.

With regard to accountability for proposed increases in graduate student support, one obvious measure is whether we meet our enrollment targets. Since the bulk of new fellowship and grant funding always goes into graduate student recruitment, and since admittees who do not enroll cannot claim their fellowship stipends, any surplus funds are available to be returned to the Campus Provost — or reallocated to continuing students, if it is determined that this would likely increase retention/enrollment rates. (Roughly 10 percent of our graduate population is on Leave of Absence at any given time, mainly for financial reasons.)

In addition, the Dean of Graduate Studies, along with the divisional deans and the Graduate Council, has responsibility for maintaining and enhancing the academic quality of existing graduate programs. Although UCSC departments currently receive an External Review every six years, these reviews typically focus on the undergraduate program; recognizing this fact, Academic Senate Regulations require the Graduate Council to conduct a detailed review of all graduate programs at least once every five years. To facilitate such reviews, the Graduate Division will routinely maintain and provide to the Council and the divisional deans data on various indices of program quality, such as the following:

- Admissions selectivity
- Applicant GRE scores and GPAs
- Degree completion rate
- Time-to-degree performance
- Extramural support per enrolled student
- Student satisfaction (as measured by periodic surveys)
- Professional placement rate
- National ranking and/or reputation (from NRC data, etc.)