

UNIVERSITY OF CALIFORNIA, SANTA CRUZ
MASTERS' EDUCATION FINANCIAL INCENTIVES

Goal: Create program flexibility to grow doctoral enrollments, improve research and instructional capacity, enrich graduate curriculum, and enhance UCSC's relevance for regional industry by increasing masters' enrollments and degrees granted.

Proposal: Implement tuition revenue sharing model in master's enrollments to incentivize enrollment growth and new program development.

- Every Masters program (of MA, MS, ME, or new other professional degree type, eg. Master of Digital Design) will have initial baseline enrollment levels for masters' students based on the average of recent levels for total enrollments and non-residents. Baselines will be discussed with Deans and divisional staff before being finalized. New programs have a baseline of zero.
- The baselines will be reduced incrementally over three years to zero. As baselines are reduced, enrollments will be removed from counting in the block allocation formula and will be transitioned to incentive funding. Upon full implementation, the EVC's allocation to the Graduate Division will be reduced by \$1,100 per Masters enrollment transferred from block funding to incentive funding, which is based on the current level built into the block funds.
- MFAs, as a terminal academic degree, will remain in the block, with a weight of 1:2, MFA: PhD enrollments. MFAs are not eligible for incentive funding.
- The EVC reserves the right to exclude a program from incentive funding on grounds of major enrollment shortfalls, serious governance problems, or other grounds judged to be seriously impairing the normal, healthy operation of the program.
- Only students who are in masters degree programs and who are actually assessed tuition and/or non-resident supplemental tuition (NRST) will be included; no reciprocity students, visiting students, PhD students moved to the Masters track for a terminal quarter, etc. count towards the enrollment count for incentive funding.
- Self-supporting programs and certificate programs offered in conjunction with graduate degree programs are not included. All students must be assessed regular UC tuition.
- One-time incentive funding will be allocated per marginal enrollment over baseline in a given year; in the third year of the program, all Masters enrollments will be considered incremental increases over a base of zero and will receive incentive funding.
- On the basis of quarterly third-week enrollment counts of Masters students assessed/paying tuition, incentive funding will be allocated to the program (along with a support supplement to the division) each successive quarter. Program faculty may determine how to use funds to support curricular needs of the program or affiliated departments (for example to support lecturers, adjunct/visiting faculty, teaching assistants, etc. for any UG/grad instructional needs) or to provide additional doctoral student support.
- Incentive is intended to augment program resources to support graduate growth and related needs and not as replacement funding to meet divisional shortfalls or to augment divisional discretionary spending.
- The incentive structures will consider both enrollment numbers and normative time; students over normative time to degree will not be counted towards the incentive funding.

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- Degrees conferred should increase proportionately to growth in enrollment. Degree completion and time to degree will be monitored; failure to maintain completion and time norms may lead to exemption from incentive funding.
- Growth in masters programs is not intended to negatively impact doctoral and undergraduate programs; negative impacts on other programs within the department may lead to exemption from incentive funding.
- The CPEVC may suspend the program or revise the terms of the incentive model as needed to improve the model or respond to unintended/undesirable outcomes.
- The 2013-14 tuition level is \$11,160, which excludes the \$60 Kashmiri/Luquetta surcharge. The 2013-14 non-resident supplemental tuition (NRST) level is \$15,102 for academic masters' enrollments and \$12,245 for PDST-charging programs. Funding would be distributed as follows:

	Base Tuition		Non-Res Supp Tuition	
	Non-PDST charging	PDST charging	Non-PDST charging	PDST-charging
To program for instruction costs/grad support	\$2,600	\$2,600	\$2,600	\$2,600
To the division for academic support	\$800	\$800	\$800	\$800
To the CPEVC for campus costs	\$2,403	\$4,524	\$6,702	\$3,845
Reserved for campus doctoral financial aid and TA fee remissions	\$5,357	\$3,236	\$5,000	\$5,000

- Programs approved to charge Professional Degree Supplemental Tuition (PDST) will retain those revenues, consistent with the campus's policy on PDST, in addition to the share of base tuition.
- Growth may be in existing or new programs.
- Revenue sharing amounts will remain steady for the 3-year phase-in of the program.
- Other fees assessed to Masters students are not subject to revenue sharing. This includes (but is not limited to) the Student Services Fee, various mandatory campus based fees, professional degree supplemental tuition and course materials fees. These fees are limited to specific purposes governed by applicable Regental and campus policies, or student referenda.

Implementation:

- Baselines for each program will be set at the 3-year average enrollment level for academic years 2010-11, 2011-12 and 2012-13, and will be incrementally reduced to zero over the initial 3-year transition period as follows:
 - Year 1 (2013-14): Baseline set at 100% of 3-year average
 - Year 2 (2014-15): Baseline set at 50% of 3-year average
 - Year 3 (2015-16): Baseline set at zero for all programs
- 2013-14 graduate block funds included funding for masters' enrollments without reduction. In 2014-15 block funds for masters' enrollments will be reduced by 50% and excluded entirely starting in 2015-16 to coincide with the phase-in of the zero baselines.
- Allocations will be made quarterly at approximately 1/3 the annual levels above, effective Fall 2013. The amounts may vary for programs with a summer quarter component.

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							BASELINE LEVEL		
		2010-11	2011-12	2012-13	3-Year	2013-14	2014-15	2015-16	
Major		3Q Ave	3Q Ave	3Q Ave	Average	Year 1	Year 2	Year 3	
Masters Total Enrollments									
Arts Division									
	Music	MUSC	4.00	6.00	3.50	4.50	5	2.5	0
	Film & Digital Media	S OCD	13.33	15.00	13.00	13.78	14	7	0
	Theater Arts	THEA	9.00	10.00	13.00	10.67	11	5.5	0
Arts Division Total			26.33	31.00	29.50	28.94	30	15	0
Engineering									
	Biomolecular Engineering	BINF/BMEB	7.00	6.00	7.00	6.67	7	3.5	0
	Computer Engineering	CMPE	16.17	15.17	14.50	15.28	15	7.5	0
	Computer Science	CMPS	19.83	19.00	21.17	20.00	20	10	0
	Electrical Engineering	EE	6.83	6.50	5.50	6.28	6	3	0
	Applied Math & Statistics	SAM/SSM/AMS	5.67	7.17	5.67	6.17	6	3	0
	Engineering School	TIM	2.00	3.00	2.67	2.56	3	1.5	0
Engineering Total			57.50	56.83	56.50	56.94	57	28.5	0
Humanities Division									
	History	HIS	2.00	2.50	3.50	2.67	3	1.5	0
	Linguistics	LING	4.00	3.33	2.00	3.11	3	1.5	0
	Literature	LIT	7.17	7.00	8.00	7.39	7	3.5	0
	Philosophy	PHIL	2.00	0.00	5.00	2.33	2	1	0
Humanities Total			15.17	12.83	18.50	15.50	15	7.5	0
Physical & Biological Sciences									
	Chemistry & Biochemistry	CHEM	1.50	1.00	2.67	1.72	2	1	0
	Earth & Planetary Sciences	EART	7.00	5.83	6.33	6.39	6	3	0
	Ecology & Evolutionary Biology	ECEB	8.00	7.88	8.00	7.96	8	4	0
	Microbiology & Env Toxicology	E/MTOX	2.00	2.00	2.33	2.11	2	1	0
	Mathematics	MATH	2.00	3.00	4.33	3.11	3	1.5	0
	Mol/Cell/Develop Biology	MCDB	0.00	0.00	0.00	0.00	0	0	0
	Ocean Sciences	OCEA	5.83	7.67	7.17	6.89	7	3.5	0
	Physics	PHYS	0.67	0.00	3.00	1.22	1	0.5	0
	Science Communication	SCOM	10.00	9.67	9.00	9.56	10	5	0
Phys & Biological Sciences Total			37.00	37.05	42.83	38.96	39	19.5	0
Social Sciences									
	Economics	APEF	31.67	12.33	0.00	14.67	15	7.5	0
	Education	EDUC	171.17	129.83	94.67	131.89	n/a	n/a	n/a
Social Sciences Total			202.83	142.17	94.67	146.56	15	7.5	0
CAMPUS TOTAL			338.83	279.88	242.00	286.91	156	78.0	0

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							BASELINE LEVEL		
							2013-14	2014-15	2015-16
							Year 1	Year 2	Year 3
		Major	2010-11 3Q Ave	2011-12 3Q Ave	2012-13 3Q Ave	3-Year Average			
Masters Non-Resident Enrollments									
Arts Division									
	Music	MUSC	0.00	1.00	0.33	0.44	0	0	0
	Film & Digital Media	SOCD	3.00	2.00	3.00	2.67	3	1.5	0
	Theater Arts	THEA	0.00	0.00	0.00	0.00	0	0	0
Arts Division Total			3.00	3.00	3.33	3.11	3	1.5	0
Engineering									
	Biomolecular Engineering	BINF/BMEB	1.00	1.00	1.00	1.00	1	0.5	0
	Computer Engineering	CMPE	3.00	3.67	1.50	2.72	3	1.5	0
	Computer Science	CMPS	5.33	6.00	5.67	5.67	6	3	0
	Electrical Engineering	EE	0.33	1.00	2.00	1.11	1	0.5	0
	Applied Math & Statistics	SAM/SSM/AMS	1.67	0.67	0.00	0.78	1	0.5	0
	Engineering School	TIM	0.00	1.00	2.67	1.22	1	0.5	0
Engineering Total			11.33	13.33	12.83	12.50	13	6.5	0
Humanities Division									
	History	HIS	0.00	0.00	0.00	0.00	0	0	0
	Linguistics	LING	0.00	1.00	0.00	0.33	0	0	0
	Literature	LIT	0.00	0.00	1.00	0.33	0	0	0
	Philosophy	PHIL	0.00	0.00	0.00	0.00	0	0	0
Humanities Total			0.00	1.00	1.00	0.67	0	0	0
Physical & Biological Sciences									
	Chemistry & Biochemistry	CHEM	0.00	0.00	0.00	0.00	0	0	0
	Earth & Planetary Sciences	EART	1.33	0.00	1.00	0.78	1	0.5	0
	Ecology & Evolutionary Biology	ECEB	1.00	0.67	3.33	1.67	2	1	0
	Microbiology & Env Toxicology	ETOX	0.00	0.00	0.00	0.00	0	0	0
	Mathematics	MATH	0.00	0.00	0.00	0.00	0	0	0
	Mol/Cell/Develop Biology	MCDB	0.00	0.00	0.00	0.00	0	0	0
	Ocean Sciences	OCEA	1.00	1.00	0.00	0.67	1	0.5	0
	Physics	PHYS	0.00	0.00	0.00	0.00	0	0	0
	Science Communication	SCOM	3.00	4.33	3.00	3.44	3	1.5	0
Phys & Biological Sciences Total			6.33	6.00	7.33	6.56	7	3.5	0
Social Sciences									
	Economics	APEF	11.67	2.33	0.00	4.67	5	2.5	0
	Education	EDUC	1.67	1.00	1.00	1.22	n/a	n/a	n/a
Social Sciences Total			13.33	3.33	1.00	5.89	5	2.5	0
CAMPUS TOTAL			34.00	26.67	25.50	28.72	28.00	14.00	0.00