

June 28, 2013

RALPH HEXTER

Provost and Executive Vice Chancellor
Office of the Provost

RE: Davis Division Response: Long Range Enrollment Plan

The document was provided to all Davis Division of the Academic Senate standing committees and Faculty Executive Committees within the schools and colleges for comment. Detailed responses were received from Graduate Council, Committees on Admissions and Enrollment and Planning and Budget, as well as the Faculty Executive Committee from the College of Letters and Science. In addition, to inform their review, several groups invited Professor Ken Burtis to discuss the plan.

We recognize that an aspirational plan may be an appropriate response to the UC Office of the President's request. However, UC Davis needs to create a plan that demonstrates how the campus will put in place the resources, human and structural, to manage projected enrollment growth in a manner that enriches our students educational experience. The excellent work of the 2020 taskforces have prepared us well to develop such a plan. I believe that campus faculty, if not the Office of the President, would be very interested in verbal and written communication about our plan and the gesture would help the campus work coherently on its implementation.

I have enclosed a report of all responses received. The following are select critical points:

- The Graduate Council points out issues with process, methodology and overarching problems that must be considered before submittal.
- One respondent indicated the draft lacked response to the question "...how certain or tentative the proposal is in terms of your overall academic planning process."
- We must seriously consider the point made by the Committee on Admissions and Enrollment; "There is, of course, some concern about the fact that the size of the California-resident applicant pool continues to increase and the admit rate, therefore, continues to decline. One unfortunate prediction is that the degree of underrepresentation at UC Davis, and UC more generally, of what is now the majority ethnic category in the K-12 public school system will only increase, given historic and recent trends in rates of application, admission, and enrollment. The fact that other UC campuses either already have or will soon decrease the absolute size of their California-resident populations makes this prediction even more worrisome."

- Concern continues regarding expansion of professional school teaching at the undergraduate level. There are serious ramifications to creating situations in which schools and colleges compete for undergraduate students and resources. We urge extreme caution in this potential area of expansion.

Sincerely,

A handwritten signature in cursive script, appearing to read "Bruno Nachtergaele".

Bruno Nachtergaele, Chair
Davis Division of the Academic Senate
Professor: Mathematics

Attachment: Response Report: Long Range Enrollment Plan



Davis Division Academic Senate

Request for Consultation Responses

UC Davis Long Range Enrollment Plan (LREP) Review

June 19, 2013

Each UC campus has been asked to submit a long-range enrollment plan by July 1, 2013. The draft LREP was forwarded for simultaneous review by the Davis Division of the Academic Senate and the Dean of each college and school.

Administrative Partners (LS: MATH/PHY SCI)

June 22, 2013 11:29 PM

Joe Kiskis

1) This document is primarily aspirational. As a response to the Office of the President, this may be sufficient. However, the UC Davis leadership needs to provide the campus with a concrete plan that shows how the necessary growth in faculty, courses, classrooms, staff, and support services can be timed and funded so that the educational quality for all students is enhanced. This challenge was clearly articulated in the fundamental principles stated in the conclusion of the 2020 report and in the Academic Senate response to that report. This is relevant for the second part of question 3, to which the current draft does not respond "...how certain or tentative the proposal is in terms of your overall academic planning process."

2) Question 6 from UCOP is not well-posed. Continuation rates, graduation rates, and time to degree have a large impact on annual admissions and the number of students who can be served but little effect on total campus enrollment. Perhaps the campus response should reframe the question before offering the comments in the present draft.

3) A table at the end of the draft shows a small decrease in the number of California resident undergraduates over the planning period 2013-14 to 2020-2021. If that is correct, perhaps it should be clearly stated in the text of the response and reconciled with the comments in the response to question 4.

Admissions & Enrollment

June 19, 2013 4:55 PM

UC DAVIS

ADMISSIONS AND ENROLLMENT

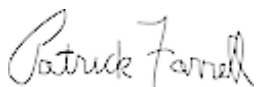
19 June, 2013

Buno Nachtergaele
Academic Senate Chair (Davis Division)

Dear Bruno,

The Committee on Admissions and Enrollment reviewed the document entitled “Long-Range Enrollment Plan” and discussed it in a meeting with Ken Burtis, Faculty Advisor to the Chancellor and Provost. The committee is pleased with the thoroughness and thoughtfulness of not only this document but also the planning associated with the overall 2020 initiative. Given the nature of our fiscal predicament related to recurring state budget crises, the inherent difficulty of eliminating or materially affecting the underlying causes of these crises, particularly Proposition 13, and the somber trend-line of declining support to UC from the state, the strategy of significantly increasing the size of the undergraduate student population, while maintaining the current absolute number of California residents, is rational and thoroughly reasonable. There is, of course, some concern about the fact that the size of the California-resident applicant pool continues to increase and the admit rate, therefore, continues to decline. One unfortunate prediction is that the degree of underrepresentation at UC Davis, and UC more generally, of what is now the majority ethnic category in the K-12 public school system will only increase, given historic and recent trends in rates of application, admission, and enrollment. The fact that other UC campuses either already have or will soon decrease the absolute size of their California-resident populations makes this prediction even more worrisome.

Sincerely,



Patrick Farrell, Chair

Council of School & College Faculty Chairs (LS: HACCS)

June 4, 2013 11:54 AM

College of Letters and Science

Faculty Executive Committee

Response on UC Davis Long Range Enrollment Plan

The committee would like to voice a number of concerns about the LREP. We note in the second paragraph the vague reference to “other support services”:

The goal of the 2020 project is to coordinate the planning of all aspects of this growth: expanding the student applicant pool; upgrading facilities and technology for instruction; adding student housing and other support services; and recruiting additional faculty and graduate students. The goal is to become both a stronger and a more impactful university.

We are particularly concerned about support for language instruction and other educational and advising services for in-coming international students. We would like to ensure that appropriate support is provided to enable them to attain the cultural competence necessary to succeed in a university setting, including support beyond the first year.

In a meeting with Ken Burtis, we discussed decision-making processes about strategic investment in classrooms and other facilities. We were pleased to hear from him that the implementation plan is a “living document” and encourage continued broad consultation going forward.

The report mentions the possibility of an undergraduate business major and the possibility of expanding professional school teaching to undergraduates (4). We urge extreme caution with regard to both of these propositions and voice concern that these are not initiatives originating with the faculty, but rather are motivated by the administration and financial interest. Indeed, it is our impression that discussions of a possible business major have largely fallen apart.

In the context of a discussion of the question of the expansion of professional school teaching to the undergraduate level, Burtis mentioned that start-ups could be funded through these types of mechanisms. We are very concerned about the ramifications of creating competitive situations in which schools and colleges compete for undergraduate students and resources. We urge extreme caution in this potential area of expansion. Likewise, we urge caution in the expansion of the School of Nursing down to the undergraduate level. This expansion would likely have a significant impact on L&S chemistry and other courses that would need to be carefully monitored and managed.

We encourage hybrid solutions to these situations and not competitive ones. We remind the administration that the home department should determine curriculum, scheduling, assignment of teaching and evaluation.

These proposed expansions would also have consequences for advising. Who would advise these students? Certainly the professional schools do not have staff to meet the advising needs of undergraduates.

The plan states, “Also integral to the enrollment growth plan are the expanded efforts to recruit and retain California residents from historically underserved communities, including students of low socioeconomic status” (5). We would ask if there is really a strategy for these expanded efforts and is there truly a commitment to this type of diversity.

We urge the implementation committee to consider metrics for the assessment of academic success among the newly admitted national and international students. We would hope that there would be mechanisms put into place to track graduation rates, grades and other indicators of academic success in order to assess the enrollment plan as it unfolds and make adjustments, when necessary.

Finally, we wonder if there will be an increase in support for assisting faculty to work with these students in teaching and evaluating writing, perhaps under the auspices of the CETL. We strongly support the move of ESL courses to UWP and encourage the creation of new courses beyond a 1 to 3 quarter sequence of writing to foster greater linguistic proficiency over the course of these students’ academic careers at UC Davis.

Elections, Rules & Jurisdiction

June 6, 2013 2:04 PM

No response at this time.

Graduate Council

June 13, 2013 3:30 PM

Response continued on next page.

June 12, 2013

RFC: UC Davis Long Range Enrollment Plan (LREP) Review

Graduate Council met on June 10, 2013 and discussed the RFC “Draft Long Range Enrollment Plan As Requested by the Office of the President”. The discussion included a recommendation from the Academic Planning and Development subcommittee, appended here. Graduate Council would like to express its appreciation to Professor Ken Burtis, Faculty Advisor to the Chancellor and Provost, and Vice Provost for Graduate Education and Dean of Graduate Studies Jeffery Gibeling, who gave a presentation on enrollment planning at the May 17th Graduate Council meeting.

Graduate Council is concerned about the underlying process used for graduate enrollment planning. The numbers for graduate enrollment in this document are the result of an artificially short and incomplete process: 1) the possibility of creating new programs was not included in a systematic way (only chairs of existing programs and groups were contacted); 2) the graduate programs were not instructed to “right-size” their enrollment in the context of 2020; and 3) the solicitation indicated that the responses were not binding. As such, these estimates should not be considered binding, nor should they be used to frame further discussions of enrollment planning. Any future enrollment planning effort should begin by collecting data more rigorously rather than relying on the information compiled in the report.

One consequence of this procedure, the committee noted, was significant variations among the examples of new programs; some were already in the planning stage while others were only at the concept stage and thus had not initiated the planning process. This is problematic because there was no systematic effort to solicit new programs at the conceptual stage and there is no reason to expect that the cited examples are representative, or even likely to occur.

The report does not flag clearly the lack of equivalence between the process that generated the material on graduate enrollment planning and the process for undergraduate enrollment planning. The discussion of long-range planning for graduate enrollment is based on very little evidence and limited analysis compared to the discussion of undergraduate enrollment. As written, the current draft could lead to the inference that the process for estimating long range graduate enrollment is somehow comparable to the extensive process that resulted in the “Joint Report of the 2020 Task Forces” and led to the UCD 2020 Initiative. The latter was largely focused on undergraduate matters and only passingly mentioned graduate education issues, while no such effort has taken place regarding graduate enrollment planning.

Graduate Council acknowledges that the request from the Office of the President did not require that information regarding graduate enrollments be as quantitative and detailed as information regarding undergraduate enrollments. However, the difference between the graduate and undergraduate enrollment planning should still be explained, not least because it will be read by the campus community. The Provost’s cover letter clearly acknowledges that “the graduate student enrollment

trajectory [...] is very much in an evolutionary stage, with much more discussion to come [...]” and the committee noted that a statement to that effect should also be explicitly included in the draft narrative itself.

The report does not address the role of the faculty resources component of the new budget model in incentivizing consideration of graduate education as part of the decision for allocating faculty positions. This is a significant omission because requests for faculty positions must address graduate education needs among other criteria. The new budget model’s approach reflects the granularity of planning for graduate education needs at the program and/or departmental level. These linkages are also important due to the need to plan the timing of expanding faculty numbers and graduate enrollments during the planned expansion in undergraduate enrollments.

The report does not discuss potential negative consequences of increasing the Master’s share of total graduate enrollment. The long-run enrollment plan states that the proportion of Master’s students in total graduate enrollment will increase. To the extent that growth in Master’s enrollments substitutes for growth in Ph.D. enrollments there may be negative implications for the university’s research mission; Master’s students typically do not undertake research activities comparable to those undertaken by Ph.D. students. There may also be implications for the quality of teaching assistants and hence the quality of undergraduate education; Master’s students typically do not have the same opportunities to hone their teaching skills over time. All of that said, to the extent that the growth in the number of Master’s students is and will continue to be due to growth in the new programs recently established in the Betty Moore School of Nursing and other professionally oriented Master’s programs, this is unlikely to affect the research or teaching missions.

Graduate Council concluded that a substantive long-range graduate enrollment plan must be developed, and that Professor Ken Burtis, Faculty Advisor to the Chancellor and Provost, should be asked to lead that effort in cooperation with Graduate Council, which is responsible for academic planning on behalf of the divisional Academic Senate. Graduate Council’s responses to multiple RFCs regarding major campus initiatives have emphasized that there has been a failure to integrate graduate education within these initiatives. Instead, graduate education has been segregated, as demonstrated by the commissioning of a separate taskforce on the Future of Graduate Education by Provost Hexter and Academic Senate Chair Bisson in 2011-12. This segregation is slated to continue with the appointment by the Provost of an implementation group for that taskforce report, led by Vice Provost for Graduate Education and Dean of Graduate Studies Gibeling.

Graduate Council recommends that long-range enrollment planning for graduate education integrate considerations regarding other aspects of the university. This process should be grounded in analysis comparable to those underlying the 2020 Report regarding undergraduate education. Graduate Council appreciates Vice Provost for Graduate Education and Dean of Graduate Studies Gibeling’s dedication to graduate education and his many years of work on its behalf. He would naturally be involved in enrollment planning. However, long-range enrollment planning also provides a valuable opportunity to build stronger linkages with other facets of the

university. Professor Burtis' leadership of the 2020 effort places him in a unique position to emphasize the integration of planning for various aspects of the university's future, especially weaving graduate education into the 2020 plan and the university's new budget model.

The Graduate Council submits for your consideration the aforementioned recommendation(s) to the Academic Senate's RFC.

Sincerely,

A handwritten signature in black ink, appearing to read "Rachael E. Goodhue", with a long horizontal flourish extending to the right.

Rachael E. Goodhue, Chair
Graduate Council

/vm

c: Gina Anderson, Executive Director of the Academic Senate

UC DAVIS: ACADEMIC SENATE
GRADUATE COUNCIL
ACADEMIC PLANNING AND DEVELOPMENT COMMITTEE

May 19, 2013

**RFC: UC Davis: Draft Long Range Enrollment Plan (LREP)
As Requested by the Office of the President**

The Academic Planning and Development Committee met on April 17th, 2013 and reviewed and discussed the aforementioned RFC on the "Draft Long Range Enrollment Plan As Requested by the Office of the President".

The committee observed that the estimates provided in this document are the result of an artificially short and incomplete process; e.g., the possibility of creating new programs was not included, the graduate programs were not instructed to "right-size" their enrollment in the context of 2020, the solicitation indicated they were not binding. As such, these estimates should not be considered binding nor should they be used to frame further discussion. The committee also noted significant variations among the examples of new programs; some already in the planning stage while others are only at the concept stage in that they have not initiated the planning process.

The committee's main concern is that it could be inferred from the draft that the process that resulted in the long range graduate enrollment estimate is somehow comparable to the extensive process that resulted in the "Joint Report of the 2020 Task Forces" and lead to the UCD 2020 Initiative. The latter was largely focused on undergraduate matters and only passingly mentioned graduate education issues, while no such effort has taken place regarding graduate enrollment planning. The Provost's cover letter clearly acknowledges that *"the graduate student enrollment trajectory [...] is very much in an evolutionary stage, with much more discussion to come [...]"* and the committee noted that a statement to that effect should also be explicitly included in the draft narrative itself.

The committee also concluded that a real estimate of long-range graduate enrollments is needed, corresponding to the thought and analysis included in the 2020 Report regarding undergraduate education, and suggested that Prof. Burtis, Faculty Advisor to the Chancellor and Provost, should be asked to lead that effort together with Graduate Council.

Accordingly, the APD Committee recommends that Graduate Council post the above comments.

Sincerely,



Jean-Pierre Delplanque, Chair
APD Committee, Graduate Council

c: Ricardo H.R. Castro
Jeffery Gibeling
Tzipora Goldkorn
Rachael Goodhue
Carole Hom
Marie Jasieniuk
Ari Kelman
Markus Luty
Wolfgang Polonik
Eric Russell Webb
Peter Weise

Planning & Budget

June 6, 2013 2:03 PM

CPB discussed UC Davis' Long Range Enrollment Plan (LREP). Overall, CPB concurs with the enrollment plan with some reservations. For example, the plan states that the campus will have 15-20% out of state students. Is this the 5,000 additional students mentioned in the 2020 report?

Research

June 6, 2013 2:04 PM

No response at this time.

Undergraduate Council

June 20, 2013 1:49 PM

No response at this time.