

May 24, 2024

HERBERT LEE
Vice Provost for Academic Affairs

RE: Computer Science and Engineering Enrollment Management Plan 2024-25

Dear Herbie,

The Academic Senate has reviewed the request for Computer Science and Engineering's (CSE) enrollment management plan for the 2024-25 academic year. The committees on Admissions and Financial Aid (CAFA), Educational Policy (CEP), Diversity, Equity, and Inclusion (CODEI) Planning and Budget (CPB), and Graduate Council (GC) have responded. The committee responses include very specific purview-related commentary, and they are enclosed in their entirety. The Senate remains sympathetic to the challenges in the CSE department and wants to continue to support the intention of mitigating their enrollment since first being established in 2018.

We would first like to note that this proposal for Senate review has come much later than previous proposals. It is important and significant that the proposals for enrollment management are submitted in the fall since they determine the admission for the next academic year. Given that this proposal was sent on April 2nd, our review appears pro forma since admission offers had already been distributed to 2024-25 incoming frosh and transfer students before the Senate had opined. We request that any future proposals be submitted in the fall with adequate time for committees to review.

As in the Senate's last review and response on January 26, 2023, committees still remain concerned regarding the transfer ratio and not reaching the campus target of 2:1. This has been a continuing concern by the Senate and recommends that the department consider increasing transfer students. CEP states, "Because lower division courses are so large and oversubscribed it seemingly would benefit the department to admit fewer frosh and more transfer students." Similarly, CODEI remarks, "Furthermore, we note that accepting the mandated 2:1 ratio of frosh:transfer students (in other words, reducing frosh and increasing transfer enrollment from the proposed numbers) will reduce a stated curricular challenge for the department, as admitting fewer frosh will lower the teaching load and enrollment in first and second year courses." We hope that this will be strongly considered in any future proposal.

There were multiple concerns raised surrounding resources. CAFA states, "[I]t is imperative that University of California, Santa Cruz considers allocating more resources to majors that are in high demand, as well as majors that have high teaching loads due to service courses." They warn, "[T]he deeper we dig into the applicant pool, the greater the support our students need to succeed at UC Santa Cruz, and the greater the need for additional resources to change the structures of our university to support success – resources that will become less available due to enrollment and budget constraints." GC points out, "VPAA Lee's memo noted that CSE has seven potential FTE hires this year. GC was concerned that the FTE may go unfilled this recruitment cycle

pending UCSC's budget cuts. Failure to complete these searches successfully will result in higher teaching workloads for existing faculty." Similarly, CODEI notes that the Dean's letter did not mention resources as was required based on the established Enrollment Management Guidelines. It is critical for there to be a better articulation of allocated resources to ensure appropriate support for the department.

Additionally, CEP raises curricula and governance issues, "Our sense is that CSE faculty are heroically trying to maintain quality as best as possible in the face of inadequate resources. The faculty are in the trenches and will have the most detailed information about the student experience." CEP further asks, "Have the full faculty and the undergraduate Director been involved in setting admission targets and brainstorming longer-term solutions to the impaction problem? If not, they should be included in the process next year." Pending a proposal for 2025-26 academic year, the committee has specific requests that the department and division are required to address. Additionally, CODEI recommends that the diversity data be more robust and include not only frosh but extend to transfer students, women, first generation and URM students to demonstrate connections between the curricula and student success issues. CEP, CODEI and CPB would request more detailed information regarding the curricular impacts to the 2022 admissions when 900 students were admitted.

Lastly, several committees contemplated how successful the enrollment management plan has been overall. Several of our committees raise questions regarding the sustainability and stability for CSE long term given. GC remarks, "In summary, GC commends CSE for success in running such a popular major, but this has come with a cost: out of control enrollment, unacceptably large class sizes, and overworked faculty, TAs, and GSIs. Insufficient management of enrollment can not be sustained, and it degrades faculty and graduate students' abilities to progress in their research, training, and other work. CPB seeks "clarification of the period over which CSE expects to request reduced enrollment targets." They state, "However, analyses presented in the AY 2023-24 enrollment plan argue that reduced enrollment targets will bring both undergraduate FTE per faculty FTE and degrees per faculty FTE closer to campus norms in high-enrollment departments. Are reduced enrollment targets a tactic aimed at mitigating the impacts of an abnormal admissions cycle? Or, are these new targets part of a long-term strategy to deliver the department from impacted status?" CEP also agrees, "Looking forward, however, we are deeply concerned about the impaction issues in the department and the degrading quality of the undergraduate educational experience that this necessarily entails, no matter how dedicated, motivated, and hard-working the instructional staff are. The situation is at a critical crossroads where it is not enough to keep impaction from increasing; rather, it must be reduced." CAFA wonders if "the consideration of enrollment management for CS—perhaps entire divisions—should be "a normal process, and not as an anomaly." They further recommend, "Aligning enrollment with what the campus offers—while working to increase capacity to match applicant demand for the longer term—will support student success by ensuring that in all divisions, the workload is reasonable. The question is not whether to eliminate CS enrollment management, but rather, whether and how to extend management to more divisions, in the service of student and institution success."

Thank you for the opportunity to opine. We look forward to working with you to address issues of faculty workload, student success, and department resources. We hope that an enrollment management strategy can stabilize the department, both for the students and the faculty of CSE.

Sincerely,

A handwritten signature in black ink that reads "P. Gallagher" with a long horizontal flourish extending to the right.

Patty Gallagher, Chair
Academic Senate

Encl: Senate Committee Responses (Bundled)

cc: Lori Kletzer, Campus Provost and Executive Vice Chancellor
Richard Hughey, Vice Provost and Dean of Undergraduate Education
Alexander Wolf, Dean, Baskin Engineering
Michelle Whittingham, Associate Vice Chancellor, Enrollment Management
Mary Laurence, Senior Academic Planning Analyst
Laura Giuliano, Chair, Committee on Admissions and Financial Aid
David Lee Cuthbert, Chair, Committee on Educational Policy
Gabriela Arredondo, Chair, Committee on Diversity, Equity, and Inclusion
Raphael Kudela, Chair, Committee on Planning and Budget
Andrew Fisher, Chair, Graduate Council
Matthew Mednick, Executive Director, Academic Senate

May 15, 2024

PATTY GALLAGHER, Chair
Academic Senate, Santa Cruz Division

Re: CSE Enrollment Management

Dear Patty,

The Committee on Admissions and Financial Aid (CAFA) fully supports Computer Science/Computer Engineering's (CSE) Enrollment Management Plan for academic year (AY)2024-25 and has worked throughout the year, in close collaboration with Enrollment Management and Undergraduate Admissions, to implement the CSE Enrollment Management plan.

That said, CAFA has several concerns about the impact policy as a longer-run solution. The issues go beyond what can be easily summarized in a letter. Indeed, CAFA believes that there needs to be a campus-wide discussion about alternatives to declaration of major impact as a way to manage enrollments and hopes to be consulted regularly so that the discussion is as informed as possible about our applicant trends, predicted yields, etc. This discussion is especially urgent in light of the structural budget deficit that has spurred interest in increasing non-resident enrollments.

Importantly, while the comments that follow have been approved by a majority of CAFA members, we did not have sufficient meeting time to ensure that the letter was a balanced representation of all views.

For now, CAFA offers two considerations:

First, several members believe it is imperative that University of California, Santa Cruz considers allocating more resources to majors that are in high demand, as well as majors that have high teaching loads due to service courses. Unless UC Santa Cruz reallocates resources where they are in demand, it is likely to face a perilous financial future. Over the next decade, the number of high-school graduates is projected to decrease by 14%.¹ If University of California (UC) participation evolves proportionally, this would lead to a drop-in freshmen equivalent to the entering cohort of 1.4 of the 10 UC campuses. As one of the lowest-ranked UCs with a relatively high cost of living, UC Santa Cruz is likely to face a disproportionate impact as we compete with other UC campuses for a shrinking pool of high school graduates. Our safety margin is low; we currently admit 60% of applicants to fill our incoming freshmen class. If we do not support in-demand majors, which include computer science (CS) but also several others, we risk not having an enrollment sufficient for supporting the current faculty size. Further, the deeper we dig into the applicant pool, the greater the support our students need to succeed at UC Santa Cruz, and the greater the need for additional resources to change the structures of our university to support success – resources that will become less available due to enrollment and budget constraints.

¹ <https://dof.ca.gov/forecasting/demographics/public-k-12-graded-enrollment>.

Investing in high-demand majors will also help improve both rankings and diversity. In-demand majors typically have higher yield and lead to higher post-graduation employment—and both factors contribute to higher ranking for UC Santa Cruz.² Moreover, both the differences in yield and the importance of rankings are especially relevant for non-resident applicants. Indeed, the yield on international admits is 2-3 times higher in CS compared to other majors, and university rankings are a critical factor for recruiting and yielding international applicants. First-generation and minority students are also more likely to apply to in-demand majors such as those in science technology, engineering, and mathematics (STEM) and Economics, due to their focus on improving their economic future; increasing capacity in such majors will enable UC Santa Cruz to better serve such students. In turn, being able to serve these students with more class offerings and more faculty per student, which would help them successfully declare and complete their intended majors, would help to reverse our decline in rankings.

As a second consideration, CAFA urges the consideration of enrollment management for CS—perhaps entire divisions—as a normal process, and not as an anomaly. Aligning enrollment with what the campus offers – while working to increase capacity to match applicant demand for the longer term – will support student success by ensuring that in all divisions, the workload is reasonable. The question is not whether to eliminate CS enrollment management, but rather, whether and how to extend management to more divisions, in the service of student and institution success.

Sincerely

/s/

Laura Giuliano, Chair

Committee on Admissions and Financial Aid

cc: David Cuthbert, Chair, Committee on Educational Policy (CEP)
Raphael Kudela, Chair, Committee on Planning and Budget (CPB)
Andy Fisher, Chair, Graduate Council (GC)

² Notably, recent rankings published by the *Wall Street Journal* placed UC Santa Cruz #2 among public colleges for high-paying jobs in engineering, #9 for data science and software salaries, and #12 for high-paying tech salaries. (See Gallegos, Demetria, “Top Colleges for High-Paying Jobs in Data Science,” *Wall Street Journal*, April 25, 2023; Lukpat, Alyssa, “The Top Colleges for High-Paying Careers in Finance, Tech and Consulting,” *Wall Street Journal*, March 29, 2024.) Several CAFA members would like to see our campus do more to build on this strength.

May 14, 2024

PATTY GALLAGHER, Chair
Academic Senate

Re: Computer Science and Engineering Enrollment Management Plan 2024-25 AY

Dear Patty,

With member Flanagan recused, the Committee on Educational Policy (CEP) reviewed and discussed the documents associated with the Computer Science and Engineering (CSE) Enrollment Management Plan for 2024-25. These documents included the departmental plan (dated March 2024), Dean Wolf's 3/26/24 letter supporting that plan, VPAA Lee's 4/2/24 letter asking for a response from the Senate, and response letters from GC and CPB.

The committee has serious concerns about the timeline for Senate review of this enrollment management plan. Admissions offers had already been sent to student applicants before our committee received the plan for our review, and perhaps before the plan was even finalized within the CSE department. Senate review of impaction management plans is crucial and should not be overlooked or bypassed. In the future, we request that the department prepare and submit its plan in time to allow for Senate feedback before admissions decisions are sent to applicants. The plan must be submitted for Senate consultation preferably before the start of the fall quarter 2024 but no later than December 6, 2024.

Recognizing that the horse is already out of the barn for this year's plan, we nevertheless appreciate the opportunity to comment more generally on the serious impaction challenges the CSE department faces, as well as the specific target numbers that were put in place for 2024-25 admissions. Our goal is to assist the department in easing its untenable workload while protecting the quality of education in the popular majors that it offers.

The committee agrees that reducing the target numbers from last year is essential, especially given the large number of students that matriculated in 2022. Thus, we support the target of 400 frosh and 100 transfer students that, we assume, was used in admissions decisions this year.

Looking forward, however, we are deeply concerned about the impaction issues in the department and the degrading quality of the undergraduate educational experience that this necessarily entails, no matter how dedicated, motivated, and hard-working the instructional staff are. The situation is at a critical crossroads where it is not enough to keep impaction from increasing; rather, it must be reduced. The committee discussed the possibility of proposing a temporary suspension of admissions for one or more departmental majors, in order to give the department (and BSOE and central administration) breathing room to generate a more permanent solution to the impaction problem. Proposing a suspension is an extreme step and one that would require thorough consultation and careful consideration by next year's CEP, but we see it as a very real possibility now and wish to communicate to all parties the depth of our concern about the current state of affairs in CSE.

When formulating the enrollment management plan for next year, we ask the department and dean to consider these suggestions and questions.

- Please provide more detailed information to understand why your current and prior plans deviate from the campus standard 2:1 ratio of frosh to transfer students. This has been repeatedly commented on in prior years, not only by CEP but by other Senate committees and VPAA Lee. In our review of previous requests, we did not see any response from the department that addressed this repeated concern. Because lower division courses are so large and oversubscribed it seemingly would benefit the department to admit fewer frosh and more transfer students. From other communications with the department, we suspect that it might be difficult to find enough qualified transfer students. We encourage the department to continue its efforts to increase the number and diversity of its transfer students. Recognizing the challenges inherent in that process, and the fact that it will likely take several years to bear fruit, the committee wonders whether CSE would consider keeping the transfer student target the same for 2025-26 (at 100 students) but reducing the frosh target, perhaps to as low as 200 or 250 students. There may be reasons why this frosh target would be unwise or unacceptable to the department, but especially given that the admits from 2022 will be entering their senior year in fall 2025, this may free up instructional resources to provide enough capstone courses for this large class of graduating seniors.
- Please provide more information about metrics of program quality other than student-to-faculty ratios and the size of courses, including the quality of capstone experiences, the availability of internships and research opportunities and the salaries and employment statuses of recent CS graduates relative to similar programs at other UC campuses. We are concerned that the quality of the student experience, and perhaps the reputation of the program, have degraded appreciably, due to these workload issues.
- Our sense is that CSE faculty are heroically trying to maintain quality as best as possible in the face of inadequate resources. The faculty are in the trenches and will have the most detailed information about the student experience. Have the full faculty and the undergraduate Director been involved in setting admission targets and brainstorming longer-term solutions to the impaction problem? If not, they should be included in the process next year. Accordingly, we would like next year's proposal to include more information from the instructional staff – at least including Senate faculty and perhaps lecturers and TAs as well.
- Have you considered reducing the number of majors offered?

In summary, while we support the admissions targets proposed for 2024-25, we are deeply concerned about the unsustainability of the current situation. We look forward to reviewing next year's proposal for admissions targets and stand ready to consult with the CSE department on longer-term solutions to its critically impacted status.

Sincerely,



David Lee Cuthbert, Chair
Committee on Educational Policy

cc: Laura Giuliano, Chair, Committee on Admissions and Financial Aid
Amanda Rysling, Chair, Committee on Courses of Instruction
Gabriela Arredondo, Chair, Committee on Diversity, Equity, and Inclusion
Raphael Kudela, Chair, Committee on Planning and Budget
Andrew Fisher, Chair, Graduate Council

May 15, 2024

PATTY GALLAGHER, Chair
Academic Senate

Re: Computer Science and Engineering Enrollment Management Plan 2024-25 Academic Year

Dear Patty,

The Committee on Diversity, Equity, and Inclusion (CODEI) has reviewed CSE's Enrollment Management Plan for AY2024-25, which affects three programs: CS BS, CS BA, and CE BS. We note that the Baskin Engineering Dean has endorsed this request to renew impaction status, yet has not pledged any resources or support. Since 2016 when impaction was established, CS+CE frosh enrollment has been approximately 600, except for a spike to 900 in 2022.

Frosh:transfer ratio proposed does not meet the state mandated ratio of 2:1 frosh:transfer. The CSE proposal states that the optimal number of incoming frosh is about 400 and the optimal number of transfers is about 100, which is a ratio of 4:1 frosh:transfer. We are very concerned that this ratio **does not** meet the state mandated ratio of 2:1 frosh:transfer.

Moreover, we find the proposed lower percentage of transfer students alarming because much of the diversity in engineering majors is derived from transfer students, who are disproportionately more likely to be first-generation college students and members of URM (under-represented minority) groups. Furthermore, we note that accepting the mandated 2:1 ratio of frosh:transfer students (in other words, reducing frosh and increasing transfer enrollment from the proposed numbers) will reduce a stated curricular challenge for the department, as admitting fewer frosh will lower the teaching load and enrollment in first and second year courses.

No transfers into CS: policy potentially precludes diverse students from underserved high schools who could be unfamiliar with the major or who have not been exposed to the kinds of classes that would signal to them their interest in the major. We are disappointed in the department's claim that "the current UCSC policy, which can be summarized as no transfers into CS, but free transfers into CE, which is CS but in name, is a superior solution." Although the department may see the pedagogical equality of the two majors, not allowing such students into CS means that CS is missing the opportunity to increase diversity through students who learn about the major in their first year or two of being at UC Santa Cruz.

Allowing transfer into CS, perhaps with certain prerequisites, could diversify the pipeline through the second year and beyond. Substantial evidence shows that diversity in STEM majors drops after the second year, as first-generation college students, women, and members of URM (under-represented minority) groups are disproportionately more likely to leave STEM majors after the first and second years. Allowing students to transfer into CS, again with perhaps certain requirements or prerequisites, has the potential to address this drop off. We recommend gathering further information to assess this potential issue.

We are also concerned that the department's treatment of CS and CE as effectively interchangeable may not line up with job prospects for those students graduating in each major. We would appreciate more information on this as well.

DEI data provided is not adequate. We note that the diversity data provided in the proposal is not adequate. Diversity data was provided only for frosh admissions; there was no retention data. In the graph, there is no representation of data for women or first-generation students (the text vaguely describes some of this data, but it is not in the graph). We would like to see retention data (not just frosh admission info) on first generation, women, and URM students. Specifically, we would like to see student success data: Who is succeeding and who is failing? Which classes have the highest rates of success and failure for diverse students?

Little information on curricular changes intended to address impaction. We note that the proposal does not address curricular changes to address impaction, such as (1) Control Admissions to the Major, (2) Institute Preliminary Qualification, and (3) Set Qualification Criteria that are outlined in the guide for impacted majors. We wonder whether the CS vs CE majors have different qualifications, and whether CE qualifications could be lowered to funnel potential CS majors into CE.

Dean's letter does not mention resources. To request impacted status, the guidelines state that the dean must supply a letter including a description of the resources to be allocated to remedy impaction. Although the dean's letter is supportive of impaction, it does not describe any resources.

Long-term plan for impaction and future requests for impacted status. We are concerned that the proposal makes no attempt to forecast how long the department will need to keep applying for impaction status. Furthermore, in the future we encourage the department to apply for impacted status much earlier. The proposal for 2024-25 academic year is dated March 2024, and so by the time of receipt of the proposal, admissions decisions had already been made and sent to students. It is disappointing that feedback from CODEI and the Senate is not actually being considered before admission decisions and enrollment targets are made.

In addition, we have questions about the following:

- Does impaction go down as students leave the major, and what are the demographics of students who leave?
- What is happening beyond admissions - specifically, is there a bottleneck in third or fourth year courses due to the spike in 2022 of 900 students?

Sincerely,



Gabriela Arredondo, Chair
Committee on Diversity, Equity, and Inclusion

cc: Laura Giuliano, Chair, Committee on Admissions and Financial Aid
Amanda Rysling, Chair, Committee on Courses of Instruction
David Lee Cuthbert, Chair, Committee on Educational Policy
Raphael Kudela, Chair, Committee on Planning and Budget
Andrew Fisher, Chair, Graduate Council

May 3, 2024

PATTY GALLAGHER, Chair
Academic Senate

Re: CSE Enrollment Management Plan for AY2024-25

Dear Patty,

At its meeting of April 11, 2024, the Committee on Planning and Budget (CPB) discussed the AY2024-25 Enrollment Management Plan for the Computer Science and Engineering Department (CSE).

CSE has been operating under “impacted status” since 2018 with target enrollments of 600 frosh and 200 transfer students in the Computer Science (CS) major. For the Computer Engineering (CE) major, targets of 200 frosh and 50 transfer students were set. In 2022, CSE experienced an exceedingly high admissions yield which resulted in matriculation of 212 more CS degree-seeking students than the enrollment target. The campus consequently approved CSE’s requested enrollment targets for AY2023-24: 400 CS and 100 CE frosh, and 100 CS and 20 CE transfers. This represents a total reduction of 300 frosh and 130 transfers across both majors.

CPB reviewed the updated AY2024-25 enrollment management plan which argues for maintaining target enrollments at AY2023-24 levels. The large 2022 cohort is beginning to critically impact the lower student-to-instructor ratio of upper-division courses and 4-5 new capstone courses will be required to provide pathways for graduation. Waitlists and class sizes clearly demonstrate the degree of impact. CPB feels that an extension of lower enrollment targets for AY2024-25 is fully justified by the need to redistribute teaching capacity to mitigate an exogenous crisis.

CPB would, however, appreciate clarification of the period over which CSE expects to request reduced enrollment targets. The management plan justifies the reduced targets on the basis of a bolus of students. However, analyses presented in the AY2023-24 enrollment plan argue that reduced enrollment targets will bring both undergraduate FTE per faculty FTE and degrees per faculty FTE closer to campus norms in high-enrollment departments. Are reduced enrollment targets a tactic aimed at mitigating the impacts of an abnormal admissions cycle? Or, are these new targets part of a long-term strategy to deliver the department from impacted status? If the latter is the case, a larger discussion is warranted. For instance, the frosh-to-transfer student ratio of these target enrollments does not align with campus admissions mandates. CPB feels that annual review of admissions targets facilitates a nuanced discussion about how to optimize admissions in light of campus mandates and curricular impact.

The decline of international and domestic non-resident student enrollments has resulted in reduced campus revenue exacerbating our structural deficit. The Committee felt compelled to address VPAA Lee’s comment about non-resident student enrollments. While CPB is aware that CSE degree pathways are attractive to such students, the Committee feels that it is unfair to expect heavily impacted CSE programs to expand enrollment targets to generate more revenue.

Sincerely,



Raphael Kudela, Chair
Committee on Planning and Budget

cc: Gabriela Arredondo, Chair, Committee on Diversity, Equity, and Inclusion
David Lee Cuthbert, Chair, Committee on Educational Policy
Andrew Fisher, Chair, Graduate Council
Laura Giuliano, Chair, Committee on Admissions and Financial Aid
Amanda Rysling, Chair, Committee on Courses of Instruction
Matthew Mednick, Executive Director, Academic Senate

May 1, 2024

PATTY GALLAGHER, Chair
Academic Senate

Re: CSE Enrollment Management Plan for AY2024-25

Dear Patty,

At its meeting on April 18, 2024, and with members Musacchio and Zhu recused, Graduate Council (GC) discussed the AY2024-25 Enrollment Management Plan for the Computer Science and Engineering Department (CSE). GC reviewed additional memos from Dean Wolf and VPAA Lee as well as past communications regarding impact status of the Computer Science (CS) major. GC discussed how the over-enrollment issues: (i) impact faculty research productivity and graduate student mentorship and (ii) impact graduate student success for students who are TAs or GSIs. In short, GC supports CSE's plan for managing enrollments and encourages CSE to work closely with the administration on setting realistic enrollment targets that balance faculty/graduate student workloads with the department's ability to continue delivering high-quality education programs.

While the focus of the CS Enrollment Management Plan is on undergraduate students, a lack of enrollment planning negatively impacts graduate student training, courses, and research. Chronic over-enrollment in undergraduate courses is likely to reduce faculty research productivity, including time available for writing proposals, managing research projects, and working with graduate students. Thus, enrollment management for undergraduates is essential for sustaining successful and impactful graduate programs.

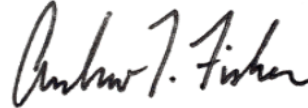
GC was also concerned about how over-enrollment impacts teaching assistants (TAs) and graduate student instructors (GSIs). For TAs in upper division courses, the effects of over-enrollment would also impact workloads, as these courses tend to have more specialized content, assignments, and exams. For GSIs teaching large classes, overloaded courses can also result in inordinate time spent teaching. In both cases, over-enrollment limits graduate student progress on research. GC is especially concerned with the impact of increased teaching workload on graduate student progress, including time-to-degree, generation of publications, and presentation at technical meetings.

VPAA Lee's memo noted that CSE has seven potential FTE hires this year. GC was concerned that the FTE may go unfilled this recruitment cycle pending UCSC's budget cuts. Failure to complete these searches successfully will result in higher teaching workloads for existing faculty.

In summary, GC commends CSE for success in running such a popular major, but this has come with a cost: out of control enrollment, unacceptably large class sizes, and overworked faculty, TAs, and GSIs. Insufficient management of enrollment can not be sustained, and it degrades faculty and graduate students' abilities to progress in their research, training, and other work. GC endorses CSE's proposed enrollment plan - the exact numbers may need to be negotiated, but there is little question that enrollment management is required. It makes no sense to continue allowing enrollments to outpace resources needed, nor does it make sense to allow this major to continue growing so that it squeezes our other majors and programs.

CEP and CAFA should continue to work with Dean Wolf and others on setting reasonable enrollment limits and targets.

Sincerely,

A handwritten signature in black ink that reads "Andrew T. Fisher". The signature is written in a cursive style with a large initial 'A'.

Andrew T. Fisher, Chair
Graduate Council

cc: Gabriela Arredondo, Chair, Committee on Diversity, Equity, and Inclusion
David Lee Cuthbert, Chair, Committee on Educational Policy
Laura Giuliano, Chair, Committee on Admissions and Financial Aid
Raphe Kudela, Chair, Committee on Planning and Budget
Amanda Rysling, Chair, Committee on Courses of Instruction
Matthew Mednick, Executive Director, Academic Senate