

## Appendix A of "2005 Report"

### TWENTY-YEAR PLAN University of California, Santa Cruz July 1985

#### **Introduction**

The founding vision of UC Santa Cruz included a full range of undergraduate, graduate, and professional programs. However, political, social, and economic circumstances converged to defer and modify the original plans. Planning for the next 20 years includes a continuing commitment to undergraduate liberal studies, coexisting with high quality graduate programs and research. We will shift our emphasis from that of a small predominately liberal arts campus to one characterized by a full complement of undergraduate, graduate, and professional programs.

The operational goals are to house all additional freshmen in existing or new colleges, to further develop collegiate and student activities and support facilities, and to cooperate with the local community to minimize negative impacts of growth on the economy.

We are projecting a maximum campus enrollment of 15,000 students by the year 2005; 12,000 will be undergraduates and 3,000 will be in graduate and professional programs. We anticipate that a faculty of 800 will be needed to support such a large student body. The average size of the boards of studies will be 20 full-time faculty.

UCSC will allocate its resources to efforts that promise to achieve the following goals:

- + strengthen programs of distinctive excellence;
- + introduce new graduate, professional, and applied programs based on internal strengths and external opportunities;
- + respond to significant student-workload shifts;
- + pursue affirmative action in faculty hiring;
- + establish support programs that increase enrollment of underrepresented minorities;
- + improve student recruitment and retention; and
- + strengthen general education and fundamental intellectual skills.

#### **Enrollment Plan**

Our desired average growth rate is 300 students per year for the next five years, with slightly more rapid pace beyond five years, and a gradual decline after the 1990s. Graduate student enrollment will increase to approximately 10 percent of the total enrollment in five years and to 15 percent by 1995. In 20 years, the percentage will stabilize at between 15 and 20 percent of the total enrollment.

#### **Undergraduate Programs**

UCSC has aimed for excellence and distinctiveness in two aspects of undergraduate education: degree programs in the arts, letters, and sciences, and general education. We intend to maintain and improve the undergraduate program by diversifying and enriching degree programs, adding younger faculty with fresh energy and idealism, continuing to emphasize critical inquiry as well as professional skill, continuing our commitment to interdisciplinary programs and courses, and

expanding and improving utilization of the residential colleges. A period of renewed growth will provide opportunity for continued experimentation and improvement in excellent and distinctive undergraduate education.

The campus will implement a variety of strategies on behalf of undergraduate education: strengthen disciplinary majors, strengthen multidisciplinary programs where there is potential for excellence, maintain a comprehensive general education for all students, increase the number of professionally certified undergraduate degree programs and of "applied tracks" within existing degree programs, seek to improve the rate of student retention, seek to improve our recruitment and retention of underrepresented ethnic minority students, seek to improve our recruitment and retention of women in the sciences, and take advantage of our unique residential college system to integrate the social and intellectual aspects of undergraduate education.

### **Graduate and Professional Programs**

With UCSC's early emphasis on the undergraduate programs and the changing statewide and nationwide scene in higher education in the 70s, graduate enrollment in 1978 hovered at 5 percent of the total enrollment--nowhere near the anticipated figure of 15 to 20 percent.

In 1978 a decision was made to give special attention to the expansion of graduate training. At that time, only eleven graduate programs existed at UCSC, all of which were at the doctoral level, none being applied or professional. Two-thirds of the students were in the Natural Sciences Division.

Most of the graduate program goals set in 1978 have been met or are on the verge of being achieved. New graduate programs have been added and more are proposed. A better balance among academic divisions has also been achieved, with natural sciences now accounting for 58 percent of the total enrollment, down from 66 percent.

The overall emphasis of the graduate program at Santa Cruz is and will continue to be heavily on doctoral work. We will maintain and enhance our distinctiveness by bringing together interdisciplinary clusters of faculty and students for doctoral training. Master's programs and professional programs will be introduced to strengthen existing academic disciplines.

### **Research, Scholarship, and Creative Activity**

The limitations on excellence in research and other creative activity are the limitations of productivity and creativity in the faculty, and thus attention to the quality of the faculty is the most important single means of assuring high quality. A creative research climate must be cultivated. Incentives and support must be provided to organized research groups and to individuals (i.e., short-term seed funding, computing support and clerical services, funds for visiting scholars, physical facilities, etc.).

### **Faculty**

The most important resource of the University is a cadre of faculty scholar-teachers of the highest distinction, whose advances in scholarship excite and stimulate colleagues and students throughout the international university world. Maintaining a strong faculty core is our first campus priority.

Enlarging the group of faculty who can perform leadership roles in scholarly activity on the campus by virtue of their national and international presence will be a high campus priority.

In the recruitment and appointment of minority and women faculty, UCSC will recognize the special, less conventionally accepted contributions to campus intellectual life that affirmative action appointees are capable of providing.

Santa Cruz has established an important and continuing commitment to the achievement of a diverse faculty in order to correct historical patterns of underutilization of women and minorities and to ensure a wide range of scholarly activities essential to the enrichment of a contemporary curriculum. To this end, a portion of UCSC's annual allocation of new FTEs will be set aside for the Target of Opportunity Program (TOP) to aid in recruiting minority faculty. Particular attention will be paid to support structures and career development.

### **Organized Research Programs**

Existing organized research activities: Center for Marine Studies; Comparative and International Studies; Dickens Project; Environmental Field Program; Environmental Studies--Agroecology; Feminist Studies; High Technology and Social Change; Institutional Analysis and Social Policy; Landels-Hill Big Creek Reserve; Lick Observatory; Predatory Bird Research Group; Redwood Research Institute; Santa Cruz Institute for Particle Physics; Seminar in Applied Economics; Social Behavior and Energy Conservation; and Syntax Research Center.

Other organized research activities are in some stage of preliminary discussion or development: Colonial Discourse; Computer Graphics; Cosmogony and Cosmology; Critical Theory; Environmental Toxicology; Human Genome Institute; Literacy in a Democracy; Molecular Biology and Biochemistry; Nonlinear Phenomena; UC Observatories; Pacific Basin; Race, Ethnicity, and Class; Santa Cruz Area Study; Science, Technology, and Society; Shakespeare Santa Cruz; Synchrotron Radiation Research; Tectonics; Translation Institute; and Vision Research.

### **The Humanities**

The most prominent research at Santa Cruz in the humanities is in the areas of critical and interpretive theory, syntactic studies in linguistics, and comparative historical studies. Each category is well represented in current and planned graduate programs and organized research enterprises.

The divisional programs will share in growth over the next decade. Most will fortify and extend their undergraduate programs. Several new attractive undergraduate programs will be created. Existing graduate programs will be expanded, and several new graduate enterprises will be developed. A series of new interdisciplinary research groups will also be founded.

### **The Natural Sciences**

The largest division on campus, the Division of Natural Sciences has already achieved maturity in its academic and research programs. Each program offers graduate training in addition to a strong undergraduate curriculum. Internationally known research programs include Lick Observatory and the Center for Marine Studies.

The division will enlarge and enhance its existing programs, particularly in astronomy, tectonics (including nonlinear processes of the universe), engineering (to include electronics and industrial automation), and environmental toxicology.

## **The Social Sciences**

Programs in the Social Sciences Division represent a mix of traditional disciplines and interdisciplinary programs. Much of the research work is interdisciplinary, applied, or policy oriented. The undergraduate programs are popular; for the past several years, roughly 40 percent of the bachelor's degrees awarded at UCSC were through these programs.

All divisional programs will grow at least as rapidly as the overall campus; some programs will likely grow at a faster rate, spurred by the shifting ethnic and racial composition of the state's college-age population. New graduate programs will be instituted in the next two to seven years.

Several of the most promising new research initiatives involve exploring the social implications of a range of new technologies. Other promising initiatives explore the ramifications of shifting demographic, economic, social, or political relations.

## **The Arts**

In addition to fulfilling general education and preprofessional training responsibilities, the Arts programs provide the cultural ambience of the campus by sponsoring productions, concerts, lectures, films, and exhibitions.

The potential of the Arts boards and associated programs remains underdeveloped, with a disproportionate reliance on temporary funding for essential faculty positions in each of the Arts boards. Strong enrollments over the past decade have countered national trends.

New research initiatives will explore and define the cutting edges of the arts in theory, aesthetics, history, and practice. New technology will play an important role.

(Refer to pages 38-72 of 20-Year Plan for more detailed information regarding degree programs, support facilities, new research programs, and new academic programs.)