To: Academic Senate, Santa Cruz Division

The Committee on Educational Policy wishes to submit the following report on, “Four Year Graduation, Resources for Undergraduate Education, and the LRDP.”

Please see the following for the report.

Respectfully submitted;
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Matt Wagers

November 8, 2019
Four year graduation, resources for undergraduate education, and the LRDP Committee on Educational Policy
### Four-year graduation rate

**SANTA CRUZ**

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual Grad Rate</th>
<th>Pred Grad Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>55%</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>56%</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>55%</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>53%</td>
<td></td>
</tr>
</tbody>
</table>

**RIVERSIDE**

<table>
<thead>
<tr>
<th>Year</th>
<th>Actual Grad Rate</th>
<th>Pred Grad Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>48%</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>47%</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>46%</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>50%</td>
<td></td>
</tr>
</tbody>
</table>

Actual and predicted 4-yr graduation rate at UCSC and UCR.

UCR is doing much better than UCSC. Big improvement at UCR in recent years.
Steps taken by CEP

- New [policy](#) about major declaration (for majors with qualification policy)
- All CEP policies streamlined and clarified (on CEP [website](#)).
- Student petitions and resulting advisor workload reduced (senior residency, W grades).
- Catalog structured to provide information more clearly.
- Seek administration’s (and departments’) support for consistent message across multiple websites.
- Departments with low 4-year graduation or 6th-quarter major declaration rate asked to see if there are curricular barriers that should be removed.
Steps CEP will not take

- CEP will continue to reject any proposal to dilute programs or lower quality below UC norms, even if it improves 4-year graduation rate.

(Will ask programs to come up to UC norms where needed.)
What else is needed?

Resources!
Instructional resources: faculty

UCR has ~20% more ladder rank faculty per undergraduate student than UCSC.

If we add 100 ladder faculty to match UCR, will we have a 4-year graduation rate that matches UCR?
Ladder rank faculty during current LRDP

Filled + under recruitment faculty has increased slowly.

Sharp growth in open provisions in the last four years.
More ladder faculty $\rightarrow$ 12% grad ratio?

Grad Council Report, May 2017:

More faculty (for the same number of undergrads)$\rightarrow$ better doctoral:undergrad ratio?
Instructional resources: Classroom seats

UCSC classrooms are at saturation

<table>
<thead>
<tr>
<th># of seats</th>
<th>201-500</th>
<th>100-199</th>
<th>75-99</th>
<th>50-74</th>
<th>25-49</th>
</tr>
</thead>
<tbody>
<tr>
<td>% utilization</td>
<td>96%</td>
<td>79%</td>
<td>90%</td>
<td>98%</td>
<td>98%</td>
</tr>
</tbody>
</table>

Fewer small classrooms than similar campuses

<table>
<thead>
<tr>
<th>Campus</th>
<th>UCR</th>
<th>UCSB</th>
<th>UCSC</th>
</tr>
</thead>
<tbody>
<tr>
<td># of students</td>
<td>19799</td>
<td>21574</td>
<td>16962</td>
</tr>
<tr>
<td>26-50 seats</td>
<td>49</td>
<td>62</td>
<td>31</td>
</tr>
</tbody>
</table>
Classroom seats during current LRDP

Student enrollment has grown by 31%

General assignment classroom seats has only grown by 13%; frozen for the past decade.
Which students are not graduating?

UCSC lags behind systemwide and UCR most for students in top academic tier.

~50% of lag due to students staying for 5th year; 50% due to students quitting UCSC.

Why do more of these students want to leave UCSC than want to leave UCR?
**Honors Program**

UCR Honors Program

- Four year learning community
- Honors courses, special discussion sections in regular courses, contract courses
- Capstone project
- Special university scholarships

UCSC College Scholars Program

- Ends after two years.
- Only courses within honors program.
- No special university scholarships
- Last year, CEP requested permanent funding, designated space, and program expansion; as yet not provided
Why are students staying for 5th year?

Some students can’t finish in 4 years

- STEM fields have 4-yr grad rates below UCOP model predictions
- UC Riverside has seen big improvements with “learning communities”
  - Students in groups of ~25 at the time of entry, based on major
  - Placed in major-required classes as a group during each term in the first year
  - Supplementary tutoring for each group in the most difficult course each term
  - Strong improvement in first year GPA, retention, four-year graduation
- Need to investigate how to apply to UCSC; some colleges are taking steps
- UCSC students entering undeclared also have unusually bad 4-yr grad rate
Why are students staying for 5th year?

Survey: confidence finding job related to career path?

<table>
<thead>
<tr>
<th></th>
<th>Soc Sci</th>
<th>PBSci</th>
<th>BSOE</th>
<th>Hum.</th>
<th>Arts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Have job</td>
<td>17%</td>
<td>18%</td>
<td>27%</td>
<td>14%</td>
<td>7%</td>
</tr>
<tr>
<td>Confident</td>
<td>30%</td>
<td>33%</td>
<td>37%</td>
<td>34%</td>
<td>39%</td>
</tr>
<tr>
<td>Unsure</td>
<td>53%</td>
<td>49%</td>
<td>36%</td>
<td>52%</td>
<td>54%</td>
</tr>
</tbody>
</table>

Undergrad salaries 10 yrs after graduation

<table>
<thead>
<tr>
<th></th>
<th>UCI</th>
<th>UCR</th>
<th>UCSC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts &amp; Hum.</td>
<td>56474</td>
<td>52254</td>
<td>54934</td>
</tr>
<tr>
<td>Engg.</td>
<td>105631</td>
<td>99135</td>
<td>139743</td>
</tr>
<tr>
<td>Life Sci.</td>
<td>80000</td>
<td>76188</td>
<td>68684</td>
</tr>
<tr>
<td>Phys. Sci.</td>
<td>74034</td>
<td>74095</td>
<td>74992</td>
</tr>
<tr>
<td>Soc. Sci.</td>
<td>73089</td>
<td>60055</td>
<td>61023</td>
</tr>
</tbody>
</table>

UCSC had less than a third as many on-campus interviews as UCSB

UCSC salaries comparable to UCR, though UCR students graduate faster & academically weaker
CEP recommendations

- More ground level staff at Career Center
- Higher salaries (anomalously low even by UCSC standards)
- Provide dedicated space for campus interviews (perhaps at SVC).
- Improve availability and funding of internships
- More interaction between Career Center and departments; better services for Arts and Humanities students
- Colloquia by alumni about careers; alumni mentors for mini-internships
- Department faculty: look for curricular gaps to bridge campus to careers; engagement with alumni

No progress so far; new Assistant Vice Chancellor for Career Success.
Conclusions

- Undergraduate education under-resourced at UCSC. Situation has grown worse in last 14 years during the current LRDP.
- Administration should strategically provide enough resources to improve graduation rates. (As good as Riverside?)
- CEP has made numerous policy changes in the past 3 years to improve the clarity of policy for students, and remove barriers for students and departments.
- If the administration commits commensurate resources, CEP is willing to take further policy steps as needed.
Postscript: **New LRDP being created**

The campus benefitted from only marginal construction during the previous LRDP and does not have capacity to meet continued growth.

No guarantee about required development accompanying growth.