

MINUTES
COMMITTEE ON PLANNING AND BUDGET
Meeting of December 1, 2011

Present: Lynn Westerkamp, Chair, Robert Boltje, David Draper, Daniel Friedman, Susan Gillman, David Helmbold, Joe Konopelski, Deanna Shemek, Sriram Shastry, Andy Szasz, Mary-Beth Harhen, Director, Alexander Hirsch (GSA), Jessica Greenstreet (SUA), Stephanie Casher (ASO).

Absent: Patty Gallagher

Guest: Michelle Whittingham, Director of Admissions and AVC of Enrollment Management

1. Consultation with Michele Whittingham

In Director/AVC Whittingham's opinion, the transition for Enrollment Management to the VPDUE has been a natural one, a strategic alignment. She is very appreciative of all recent VPDUEs (Ladusaw, Cioc, Hughey) for their support and collegiality. Of course with any transition, there is disruption and uncertainties, but overall she feels things are going well.

The functions of Enrollment Management (EM) include undergraduate admissions, orientation programs, financial aid and scholarships, and the Registrar's Office. EM's goal is to support the faculty's wishes on who we bring into campus, and support the students' success once they arrive. Enrollment Management works to strategically align various divisions across the campus that support the student, from recruitment to graduation.

Director/AVC Whittingham stated that our nonresident efforts have been, and need to be, a collective effort. However, they have seen an increase in applications for all three categories of students (resident, domestic nonresident, international nonresident) over last year. The international applications have almost doubled from last year. There has been a slight decrease in transfer applications.

They plan to study the applicant data to see which states these out-of-state applicants are coming from. Approximately \$250K has been set aside for nonresident recruitment efforts.

Director/AVC Whittingham is very excited about the English Language program that University Extension is launching. She feels it will be one of the best English Language programs in the country, because it contains acculturation, SAT and TOEFL preparation, etc. in addition to language instruction. This program will serve as an important pipeline to funnel international students into UCSC.

The Admissions Office is definitely trying to utilize alumni to assist in recruitment efforts, primarily to increase yield. Yield campaigns include summer orientation, preview day, and

academic advising, as well as helping students understand the resources available to them academically and socially. The perception of UCSC has a lot to do with our yield rate.

The Financial Aid Office is very up front with prospective students about the cost of attending UCSC. The last thing they want is for students to decide to come to UCSC, only to find that they can't afford it.

Recruitment efforts are focused on underrepresented groups and first generation students because a diverse student population is a high priority for the campus.

Unfortunately the applications don't allow students to rank their first choice campus. Director/AVC Whittingham feels that if this was allowed, she would be inclined to accept students whose first choice was UCSC, because those students will probably succeed here.

Pre-holistic review; an applicant would receive a certain number of points, and everyone with a score above a certain amount was guaranteed admission. With holistic review, applicants are reviewed based on 14 criteria. The holistic review contains more information about the context of the applicant's opportunities (i.e. their GPA in the context of their High School's GPA, or Honors courses in the context of what was offered there) The #1 predictor of academic success is a student's GPA and their A-G courses.

One member asked if they have interviewed students who show up, to see what the tipping point was. What sealed their decision? Director/AVC Whittingham reported that she has worked with Institutional Research on a 'College Choice Survey,' and is getting ready to prepare an Executive Summary of the findings. She will forward this document to CPB when it is available. She would also be willing to present various enrollment data for interested Senate committees, perhaps in a special session.

Director/AVC Whittingham distributed copies of the Admissions brochures for committee members to peruse. One member asked why the Colleges weren't featured in the brochure. Director/AVC Whittingham responded that in their pitches, they do highlight the college system as a distinctive feature.

The UC system hit 160,000 applications this year – a record. This statistic is surprising considering the tuition increases. Part of the application spike could have to do with the removal of the SAT subject scores, which a BOARS panel determined was not an indicator of success.

UCSC admits 68% of the students who apply.

The UC generally doesn't fund up to identified need; UCSC funds up to \$9000, and then there is a work-loan expectation. This is common at state universities, and as fair as can be given the resources. The Chancellor and University Relations are working to increase funding for scholarships. 98% of aid is need-based.

Our work-study allocation hasn't been changed in twenty years. Coupled with budget cuts in departments, and the unemployment rate in the county, it is becoming harder and harder for students to find jobs to supplement their incomes.

2. Post-consultation

In post-consultation, CPB only had one lingering questions on the subjects covered. CPB would like to know how AP course work relates to four-year graduation rates. CPB would also like more information on Enrollment Management's efforts toward retention and increasing graduation rates.

3. Routine Business

The minutes of 11/10/11 and 11/17/11 were approved with minor changes.

A memo from Provost Pitts regarding wave two of Online Education course proposals has been circulated, which "prioritizes high demand, lower division courses or gateway courses." They are calling for a second wave before the first wave has even been instituted and evaluated. More information is forthcoming.

Chair Gillman reported back from the rebenching meeting. A proposal based on the principles from the Senate Enrollment document has been formed. A baseline has been identified where all campuses would receive funding per student, weighted according to type, e.g. undergraduate, academic Ph.D., etc. Rather than wait for new money, the proposal is to take the earmarked funds, tax them, and put the tax back into the funding streams. Once the baseline is reached, new money will be used to increase the per student amount. Campuses who haven't met 15% of graduate enrollments could get a subsidy.

A member had a question about how summer money trickles back to departments. Only 22.7% of summer session tuition comes back to departments. How was that figure arrived at? Where does the rest of the money go? CPB would like to see increased transparency on the funding of summer session, and will draft a letter to VPDUE Hughey to that effect.

COLASC is doing a survey on the Library Services. CPB was asked by the SUA representative to help publicize the survey. CPB also suggested that it would be good to do a similar poll for faculty.

4. Draft Review Procedures for Interdisciplinary Programs

CPB reviewed the request to add a self-study for interdisciplinary programs to the Academic Program Review Procedures. Overall, CPB felt the change was a good idea.

CPB noted that there is a lack of an explicit reference to MOUs and faculty resources in the draft guidelines. CPB would like to see a statement of faculty resources included in the self-study, and suggests that any MOUs be appended to the self-study.

5. Language Program External Review

CPB discussed the draft response to the Language Program External Review. The letter was approved with minor changes.

6. Community Studies Disestablishment Proposal

CPB continued discussion of the proposal to disestablish the Community Studies department. Chair Westerkamp reported on her meeting with the VPAA. He assured her that he is committed to preserving the Community Studies major, but feels this issue is separate from the disestablishment proposal.

CPB does not support the disestablishment of the department without clear knowledge of the fate of the major. CPB feels the program is an important intellectual endeavor and should be preserved, and that it is important to give the faculty time to develop a proposal to continue the major, ideally by the end of this academic year.

CPB member Draper formally recused himself from the discussion.

7. Faculty Salary Metrics

Discussion was postponed to a future meeting.

8. Arts Waiver of Recruitment Request

CPB discussed the request for a Waiver of Recruitment in the Art Department in association with a retention offer in Sociology. The FTE for this position was transferred from the Social Sciences Division to the Arts Division, and the original assignment of this transferred FTE is unclear. The committee has some concerns that Sociology is losing too many FTE, and Chair Crow specifically noted in his letter of support that Sociology still needs to replace a faculty member who was denied tenure. There is a policy that if someone is denied tenure, the FTE remains in the department. In this case, that FTE has not yet been returned to Sociology.

CPB supports the retention of the Sociology professor and the waiver of recruitment to facilitate the partner hire. CPB would also like to encourage the Social Sciences Dean to prioritize Sociology in future recruitment plans.

CPB member Szasz was not present for the discussion

9. FTE Transfer Request

CPB reviewed the request from a professor in the Sociology department to transfer his FTE to Environmental Studies. CPB has no objections to the FTE transfer, but we hope that the Sociology department will be prioritized in future recruitments, so their faculty size does not drop below critical mass.

CPB member Szasz was not present for the discussion.