1. Approval of Draft Minutes  
a. Draft Minutes of November 15, 2019 (AS/SCM/324)

2. Announcements  
a. Chair Lau  
b. Chancellor Larive  
c. iCPEVC Kletzer

3. Report of the Representative to the Assembly (none)

4. Special Orders: Annual Reports  
   CONSENT CALENDAR:  

5. Reports of Special Committees (none)  
i. none

6. Reports of Standing Committees  
a. Committee on Planning and Budget and Committee on Educational Policy  
   i. Report from the CEP/CPB Program Impaction Working Group (AS/SCP/1964) p.8

7. Report of the Student Union Assembly Chair  
8. Report of the Graduate Student Association President  
9. Petitions of Students (none)  
10. Unfinished Business (none)  
11. University and Faculty Welfare (none)  
12. New Business  
a. Senate Resolution regarding Reporting Form (AS/SCP/1965) p.138
February 14, 2020

Academic Senate
Santa Cruz Division

Dear Colleagues,

I write to invite you to the winter Senate meeting on Wednesday, February 19, 2020, from 2:30 to 5:00pm, at the Stevenson Event Center. The agenda for the meeting may be viewed at the [Academic Senate website](https://www.academic-senate.ucsc.edu).

As always, both the Chancellor and iCPEVC will offer remarks, followed by Q&A. There will also be presentations of two important reports: the Committee on Academic Personnel’s Annual Report and a joint report from the Committees on Educational Policy and Planning and Budget conveying the findings of their Impaction Working Group. In addition, Distinguished Professor of History Gail Hershatter has proposed a resolution related to the February 7, 2020, Public Affairs communication titled “Unsanctioned strike by some graduate students,” which contains a “Notification of Class and Section Disruption” Google form accessible through a [notify the campus](https://docs.google.com/forms/d/e/1FAIpQLScBxvR6581tZGQx12wQxQ8ZQ4O2j0J7k3k7P8mUJGq1kZKdw/viewform) hotlink. Finally, we will have an opportunity to hear from the SUA and GSA presidents.

I also encourage you to join us for the [54th Annual Faculty Research Lecture with Terrie Williams, Professor of Ecology and Evolutionary Biology](https://www.ucsc.edu/events/2020/04/09/54th-annual-faculty-research-lecture-terrie-williams). Her lecture, “Touching Extinction: Biological Achilles’ Heels and the Survival of Big, Fierce Animals,” will take place on Thursday, April 9, 2020, at 7:30 pm at the Music Recital Hall in the Performing Arts Complex. The lecture is free and open to all members of the Santa Cruz community.

Lastly, I would like to remind everyone of a few upcoming searches of critical interest for the campus and the system. As you well know, the search for a new UC President is currently underway. The campus is also conducting a search for a Campus Provost and Executive Vice Chancellor as well as for a Dean of the Humanities. I encourage everyone to participate as actively as possible once the public town halls and talks are announced. For more information on the search, please visit the [search website](https://www.ucsc.edu/office-of-the-president/searches-and-committees).

I very much hope to see you at next week’s meeting.

Sincerely,
Kim Lau, Chair

Academic Senate
Santa Cruz, Division
SUBMISSION OF PROPOSED CORRECTIONS TO THE MINUTES

November 15, 2019 Senate Meeting

The draft minutes from the November 15, 2019 Senate meeting were distributed via email on February 13, 2020 will be presented for approval at the Senate Meeting on February 19, 2020. After being approved, these minutes will be posted on the Senate web site (http://senate.ucsc.edu/senate-meetings/agendas-minutes/index.html).

Senators are asked to submit any proposed corrections or changes to these draft minutes to the Senate Office in advance of the next meeting, via EMAIL or in WRITING. All proposed changes will be compiled in standardized format into a single list for display at the next meeting.

This approach gives Senators an opportunity to read and review changes before being asked to vote on them, provides the Senate staff and the Secretary with time to resolve any questions or inconsistencies that may arise, and minimizes time spent on routine matters during meetings. While proposed changes may be checked for consistency, they will not be altered without the proposer's approval. This approach complements, but does not limit in any way, the right of every Senator to propose further changes from the floor of the meeting.

To assist the Senate staff, proposed changes should specify:

1. The location of the proposed change (e.g., item, page, paragraph, sentence);
2. The exact wording of existing text to be modified or deleted;
3. The exact wording of replacement or additional text to be inserted;
4. The reason for the change if not obvious (optional).

Please submit all proposed changes to arrive in the Senate Office no later than 12:00 noon, Tuesday, February 18, 2020. They should be addressed to the Secretary, c/o Academic Senate Office, 125 Kerr Hall or via email to senate@ucsc.edu.

Matt McCarthy, Secretary
Academic Senate
Santa Cruz Division
To: Academic Senate, Santa Cruz Division

The Committee on Academic Personnel (CAP) is charged with providing Senate consultation on faculty personnel cases, and for making recommendations on appointments, promotions, merit increases, and mid-career appraisals for Senate faculty, adjunct faculty, and professional researchers to the deciding authorities: Chancellor, Campus Provost/Executive Vice Chancellor (CP/EVC), and Divisional Deans. In no case is CAP the deciding authority.

In the year 2018-19, CAP had one representative from the Arts, one from Engineering, three from Humanities (including the Chair), two from Physical and Biological Sciences, and two from Social Sciences. The committee reviewed and made recommendations on 222 personnel cases; the final administrative deciding authority concurred roughly 77% of the time, which is a decrease from 85% in 2017-18.

Workload
In 2018-19 CAP continued its established practice of meeting weekly on Thursday afternoons. The Committee had two orientation meetings in the fall, and met to review files 31 times during the academic year (9, 11, and 11 sessions in fall, winter, and spring quarters, respectively, as well as one meeting during the summer of 2019).

As noted above, CAP made recommendations this year on 222 personnel cases. Roughly 54% of the cases involved department recommendations for accelerations and/or greater-than-normal salaries, which typically require more discussion than do normal one-step merit reviews.

The number of appointments reviewed decreased from the previous year. In 2017-18, CAP reviewed 34 appointment files, 27 of which were ladder-rank. In 2018-19, CAP reviewed 23 appointment files, 15 of which were ladder rank. In 2017-18, CAP agreed to waive its review of appointment files to Assistant Professor, Steps 1-3, up to an annual salary rate for Associate Professor, Step 4, provided that the department’s vote was unanimous.\(^1\) It was agreed that CAP would be provided with quarterly reports regarding appointments made under this new process. In April 2019, former CP/EVC Marlene Tromp modified the delegation to include offers at the Assistant rank, Steps 1-3, with salaries up to the published scale rate for Full Professor, Step III\(^2\), thus decreasing the overall number of appointment files reviewed by CAP.

CAP reviewed 1 reconsideration request in 2018-19. The number of retention cases decreased, 8

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\(^1\) Blumenthal to Academic Deans, 1/17/19, Revised Process for Dean Authority Senate Appointments

\(^2\) Tromp to Academic Deans, 4/16/19, Re: Delegation of Authority, Assistant Professor I-III
were reviewed in 2017-18, and 5 reviewed this year (2018-19). For more on retentions, see the section below.

**CAP's Recommendations Compared to Administrative Decisions**

As noted above, during 2018-19, the final administrative decision and CAP's recommendation concurred roughly 77% of the time (172 out of 222 files completed, with 4 files that CAP reviewed carried over to 2019-20 and not yet complete. Although a few disagreements concerned rank and/or step, the overwhelming majority of them involved salary increments, typically in the range of 1/3 step.

Two disagreements involved appointments; these will be discussed separately below. Of the 48 other disagreements, not involving appointments, 14 involved a decision about the appropriate rank and/or step. Four disagreements were with the Dean: CAP recommended a higher rank/step in 3 cases, and a lower rank/step in 1 case. Seven disagreements were with the CP/EVC: CAP recommended a higher rank/step in 1 case, and a lower rank/step in 6 cases. Three disagreements were with the Chancellor: CAP recommended a higher rank/step in 2 cases, and a lower rank/step in 1 case. The remaining disagreements concerned salary (14 with Dean’s authority, 19 with CP/EVC’s authority, and 1 with Chancellor’s authority). In the Dean’s authority cases, CAP recommended higher salaries in 8 cases. Salary disagreements occurred with the Humanities Dean in 1 case, with the Physical and Biological Sciences Dean in 4 cases, with the Social Sciences Dean in 8 cases, and with the Dean of Baskin School of Engineering in 1 case. In the CP/EVC-authority cases, CAP recommended a higher salary than was awarded in 7 cases and a lower salary in the remaining 12 cases.

In 2018-19 CAP reviewed 115 files, excluding appointment and retention files, that were Chancellor’s or CP/EVC’s authority: 13 from the Arts (1 of which was carried over to 2019-20); 21 from the Humanities; 41 from PBSci (1 of which was carried over to 2019-20); 19 from Social Sciences; and 21 from the Baskin School of Engineering. Of the completed files, the CP/EVC disagreed with CAP on 3 Arts files reviewed (3% of the Chancellor and CP/EVC authority total); the CP/EVC decision was for a higher salary than that recommended by CAP in 1 case, and a higher step in 2 cases. The CP/EVC disagreed with CAP on 4 Humanities files (3%), deciding on a lower salary than the CAP recommendation in 1 case, a lower step in 1 case, and a higher salary in 2 cases. The CP/EVC disagreed with CAP on 12 PBSci files (10%), deciding on a lower salary in 3 cases, a higher step in 3 cases, and a higher salary in 6 cases. The CP/EVC disagreed with CAP on 2 Social Sciences files (2%), deciding on a higher step than that recommended by CAP in 1 case, and a higher salary than that recommended by CAP in 1 case. The CP/EVC disagreed with CAP on 5 SOE files (4%), deciding on a lower salary in 3 cases, and a higher salary in 2 cases. The Chancellor disagreed with CAP on 1 Humanities file (1%), deciding on a higher step than that recommended by CAP. The Chancellor disagreed with CAP on 1 Physical and Biological Sciences file (1%), deciding on a higher salary than that recommended by CAP. The Chancellor disagreed with CAP on 1 Social Sciences file (1%), recommending a lower step than CAP. The Chancellor disagreed with CAP on 1 Engineering file (1%), recommending a higher step than CAP.
As noted, the numbers cited above do not include disagreements involving salary recommendations for retentions or recommendations concerning appointments, which we exclude since it is understood that negotiations will take into account competing offers and other relevant circumstances that affect salary offers and have little to do with disagreements regarding the merits of the file compared to other files across this campus. CAP would like to note, however, that final salaries offered in some appointment cases ended up higher than those recommended by departments, CAP, and at times the relevant Dean. In the 2 salary disagreements with Dean-authority appointment cases, the Dean’s decision was lower than both the department’s and CAP’s recommendations in 1 case (this file was from BSOE). In the 1 case (Sociology), the decision was higher than the department and CAP recommendations. There were no disagreements with Chancellor-authority appointment cases. Disparities in starting salaries between divisions will likely have a significant impact on increasing salary inequities. Accordingly, the difference between recommended salaries and final salaries is something that CAP, the Committee on Affirmative Action and Diversity (CAAD), and the Committee on Faculty Welfare (CFW) should be monitoring, as is the number of failed recruitment and retention actions.

**Case Flow, Ad Hoc Committees**

There were 4 cases from 2018-19 that CAP reviewed and made recommendations on that were not completed in 2018-19 (due to *ad hoc*, requests for more information, and pending authority decisions) and were carried over to 2019-20. In addition, there were 2 files that were sent back with requests for more information with no CAP recommendation, and 3 files not received by CAP prior to the last meeting of the year and were therefore not reviewed by CAP in 2018-19, all of which will be carried over to 2019-20.

Delays in the review of files are rarely due to CAP. Our process involves an efficient turnaround from receipt of a file to submission of a recommendation letter. Exceptions may occur when an unusually large number of files comes in during a single week, in which case some files may be delayed (usually no more than one week), or when a file requires further information or analysis. Pressing retention and appointment files are usually reviewed within a few days of receipt, and letters are sent immediately.

Any file that requires an *ad hoc* committee is seen by CAP twice. First, such a file is reviewed for the recommendation of names for an *ad hoc* committee. Then, when the *ad hoc* committee’s report is completed, the file is considered again. It should be noted that CAP nominates members of these committees (typically nine nominees), but the appointment of members and supervision of the *ad hoc* committee review is the responsibility of the administration. In our experience, the Academic Personnel Office (APO) has been very efficient in forming committees and ensuring that the letters are finished and returned to CAP in a timely manner.

In recent years, the campus has reduced the use of *ad hoc* committees, bringing our campus more in line with practices on other UC campuses. Typically, CAP does not request an *ad hoc* committee
for midcareer reviews, advancement to Step VI, appointments, or promotion to Professor, unless there is substantial disagreement at previous levels of review. For major promotions, when there is disagreement between department and Dean, or there are one or more “no” votes in a department, CAP is likely to request the additional perspective of an ad hoc committee. In 2018-19, 2 cases had an ad hoc committee review (one of which was held over to 2019-20).

During 2018-19, 3 Senate members were selected to serve as members of ad hoc committees. CAP expresses its gratitude toward colleagues who served and encourages all faculty members to consider agreeing to serve in the future. It also acknowledges the work of faculty who serve on Shadow CAP, evaluating the personnel files of current CAP members who are under review.

Retention
The loss of excellent faculty is a concern on our campus as well as across the UC system. CAP’s goal in making recommendations on these cases is always to retain outstanding faculty, while also considering issues of equity. The long-term goal is to improve salaries on our campus, especially compared to the rest of the UC system. The systemwide Academic Senate continues to seek remedies for the gap between UC faculty salaries and those of the “Comparison Eight Institutions.”

As noted above, CAP reviewed 5 retention files in 2018-19. Three of the retention files were for faculty members whose file was seen twice, having had a regular merit or promotion case in the same year. In light of the work that the Committee on Faculty Welfare (CFW) has been doing in recent years on the possible effects of UCSC faculty total remuneration on recruitment and retention, CAP finds it important to note that 4 of the retention offers were successful. One offer was not accepted.

The graph below shows the number of retention files considered by CAP since 2002-03.

3 The “Comparison Eight Institutions” include the University of Illinois, the University of Michigan, the University of Virginia, SUNY Buffalo, Harvard University, Massachusetts Institute of Technology, Stanford University, and Yale University.
Additions to CAP Responsibilities and Membership
During this year, CAP reviewed 7 requests for Waivers of Open Recruitment. In addition, CAP reviewed 11 applications for participation in the 2019-20 Negotiated Salary Trial Program (NSTP). CAP reviewed the policy changes that placed Lecturers with Security of Employment (Teaching Professors) onto a schedule marked by ranks/steps similar to the ladder faculty system. CAP also reviewed recommendations regarding the assignment of individual Teaching Professors by rank, step, and salary, and reviewed the Strategic Academic Proposal as related to academic personnel. Finally, CAP proposed changes to Bylaw 13.10.1, the CAP Committee Charge, to increase membership from nine to eleven members. The change was approved and adopted during the Academic Senate meeting on February 20, 2019.

Suggestions for Personnel Files and the Evaluation of Teaching
Through the years, CAP has provided suggestions on how to improve the preparation of personnel review files. Over the course of the 2018-19 academic year, the CAP Chair met with a broad range of constituencies at UCSC to discuss the personnel review process and encourage faculty, chairs, and deans to consult all available online resources on the campus. In addition, the CAP Chair participated in “Path to Tenure” workshops hosted by the Committee on Career Advising (CCA).
In the CP/EVC and CAP Chair Annual Memo written on July 22, 2013, a request was made that starting with all 2013-14 academic reviews, departments provide a table of the teaching for the review period that includes a summary of the quantitative course survey results regarding teaching effectiveness. This table has proven to be very useful to all levels of personnel review in providing comparable overview statistics for all faculty files. It should be noted that a team of readers continues to read all teaching evaluations in the review files. CAP has encouraged the campus to produce functionality in the new online student course survey platform in order to produce the requested table automatically, thereby creating consistency in the teaching tables across campus, while requiring less work on the part of departmental staff.

In 2018-19, discussions of alternative ways to assess teaching continued at UCSC, in light of transitions to a new student online survey system, and numerous studies highlighting potential inequities and implicit biases in student surveys. The CAP Chair met informally with Committee on Teaching Chair Kim Helmer to discuss the new online Student Experience of Teaching (SET) forms. In addition, the CAP Chair visited COT, and representatives from COT visited CAP in March 2019 to review SET questions and consider their use in evaluating teaching in personnel review. Many CAP members expressed their continuing concern about removing the summary questions about the overall effectiveness of the instructor and overall learning experience of the class. CAP reiterates that the Academic Personnel Manual requires more than one kind of evidence of teaching effectiveness in each review file. Additional types of evidence of teaching effectiveness include: the opinions of faculty members based on class visitations or public lectures; departmental review of syllabi, exams, assignments, and so on; the number and caliber of students mentored by the candidate; and the development of new and effective techniques of instruction, including techniques that meet the needs of students from groups that are underrepresented in the field of instruction. Because the mentoring of students at all levels is a critical aspect of teaching, mentorship should be explicitly described and evaluated by the department. CAP continues to encourage those preparing personnel files to embrace a multi-pronged approach in the assessment of teaching.

**Acknowledgments**

The academic personnel review process depends on the collective work of many hands. We acknowledge AVP Grace McClintock and the extraordinary staff of the Academic Personnel Office. These knowledgeable, helpful, and hardworking staff are critical to the personnel review process, providing the information that CAP needs to get its work done. In particular, CAP members thank Chris Imai and Ibukun Bloom for their tireless efforts and great patience in working through our fourth year with the DivData system. CAP is also particularly grateful to Ibukun Bloom for being ready at a moment’s notice to answer complex personnel questions, and to Leslie Marple for her preparation of, and assistance with, CP/EVC and Chancellor authority appointment files. CAP acknowledges the work and skill of departmental and divisional staff in

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4. [APM 210-1.d.1](#) – Criteria for Appointment, Promotion, and Appraisal, Teaching
helping to prepare and process personnel review files, and is grateful for the dedicated divisional academic personnel coordinators and analysts.

Our deepest appreciation goes to Jaden Silva-Espinoza, our Senate Analyst. While juggling the work of several Academic Senate committees, Jaden serves CAP with efficiency and good humor. CAP functions smoothly in large part because of Jaden, whose quick-thinking, problem-solving, multitasking abilities and long-term, institutional knowledge of Senate functioning as well as CAP are beyond compare. Her contributions to the personnel review process are immeasurable.

We would also like to express our appreciation for the collaborative interactions with the divisional leaders—Dean Mitchell, Dean Koch (and Acting Dean Belanger), Dean Wolf, Dean Solt (and Acting Dean Kletzer and interim Dean Warburton), and Dean Stovall—and with campus leadership—VPAA Lee, CP/EVC Tromp, and Chancellor Blumenthal.

We consider it a great privilege to have served on CAP during 2018-19, and are grateful for our colleagues and all those who play a part in the academic personnel review process.

Respectfully submitted;
COMMITTEE ON ACADEMIC PERSONNEL

Jorge Aladro Font (F&W)
Junko Ito
Phokion Kolaitis
Andy Moore
Scott Oliver
Larry Polansky
Paul Roth (S)
Dan Wirls
Eileen Zurbriggen
Lynn Westerkamp (Chair)

January 31, 2020
Report from the CEP/CPB Program
Impaction Working Group

January 2020
Report from the CEP/CPB Program Impaction Working Group

January 2020

ABSTRACT

In collaboration with Institutional Research, Assessment and Policy Studies (IRAPS) within the Office of Planning and Budget, a subcommittee of the Committees on Educational Policy (CEP) and Planning and Budget (CPB) have defined 29 metrics nominally associated with impaction of degree programs. These metrics have been used to perform quantitative assessment of the presence of impaction on the UCSC campus, both in comparison between the various campus programs as well as with similar programs across the UC system. Outcomes for the 29 metrics were combined to produce five different numerical indices, each making use of a different scheme for weighting the various quantitative metrics. Ten candidate programs were included in the study (Art, Art and Design: Games and Playable Media, Film and Digital Media, Computer Science, Technology and Information Management, Business Management Economics, Psychology, Sociology, MCD Biology, and Philosophy), along with five programs, one from each division, not generally considered to be impacted (Electrical Engineering, Physics, Anthropology, History, and History of Art and Visual Culture). Based on responses from the candidate departments with respect to the depth of the advising staff, as well as UCUES results, student-to-advising ratios were calculated and contextualized. Metrics were also formed that allowed for the assessment of the correlation between the abundance of teaching resources and graduation rates. Finally, a Principal Component Analysis was performed to explore the leading indicators of impaction. The intent of the study was to initiate and inform a dialog that would allow for a more nuanced assessment of impaction on our campus, in hopes of contributing to a consensus of actions to be taken, in view of the campus’s overall mission as well as the unique ethos of each impacted department.
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Introduction

Over the course of time, economic and cultural trends cause shifts in the distribution of student interest among the diverse academic areas that comprise the curricular spectrum of American universities. Combined with a general trend toward disinvestment in American higher education, this can lead to, over a relatively short time period, the development of enrollments in specific academic programs that over-burden the resources of the sponsoring department, threatening both the ability of the program to provide a “UC quality” education for its students, as well as the productivity and working environment of the program’s faculty and staff.

Those serving on Senate committees find themselves exposed to, formally or incidentally, points of view about the overall health and trajectory of the campus’ educational enterprise that are informed by a relatively comprehensive array of its disciplinary areas. In the past few years, those serving on these committees have experienced a growing sense of concern that there are programs on campus that, as a result of these forces, have reached a state of “impaction”: having more students than can be accommodated by the program and its home department, given conventional and reasonable expectations for the allocation of the program’s and sponsoring department’s faculty and staff resources.

For its part, the campus administration also recognized the possibility that a number of the campus’ programs were inclining toward impaction. As a result, the office of the Vice Provost for Academic Affairs (VPAA), with significant input from the Senate, developed a procedure for self-selected programs to apply for and receive formal recognition as impacted programs [1], and to then propose and receive approval for remedies that are vetted by both the VPAA and Senate. To date, a single program has been granted impacted status: after significant review, the Bachelor of Science in Computer Science was granted impacted status. At the time, it wasn’t considered feasible to redress the Computer Science program’s impacted state via the allocation of sufficient FTE resources, and as a result, the program has been allowed to cap the number of majors that it is required to accept into its program. The specific nature and methodology of imposing that cap is under continual review by the program, administration and Senate, as is its effect upon access to the program by underrepresented groups [2,3].

However, there is a growing acknowledgement that the procedure for applying for and receiving an impacted designation is very demanding, and places an undue burden on potentially impacted programs, which are arguably already bearing a disproportionate responsibility for the education of the campus’ student body. From this perspective, it seems more consistent with the general ethos of the campus that the responsibility of identifying and addressing impaction would lie with the campus as a whole (administration plus Senate) rather than with any given program or host department. In addition, from a pragmatic standpoint, burdensome formal procedures for addressing impaction can (and probably already have) led to actions that circumvent the formal process, leading to a weaker engagement of the campus, and creating a greater likelihood that more ad-hoc remedies will be imposed that are not completely aligned with campus aspirations, particular in the area of diversity and inclusion.

It is with this in mind that the Committees on Education Policy (CEP) and Planning and Budget (CPB) initiated, beginning in academic year 2018-2019, a project making use of institutional data to develop and evaluate indicators of programmatic impaction on the UCSC campus, that would require little input from or burden upon individual programs and departments. This report represents an initial set of outcomes of that study. Rather than a definitive statement of which programs should be designated as impacted, it is intended as a method of shedding light, with some degree of objectivity, on the question of impaction, with the hopes of sparking a broader, more in-depth discussion that would only then clarify and justify a set of actions to address impaction on our campus. A discussion of the nature of those actions lies beyond the
scope of this report. It should also be pointed out that this study doesn’t attempt to capture workload associated with graduate-level instruction and advising, which can vary greatly from department to department.

**Participants and Process**

After a discussion between CEP chair Onuttom Narayan (Physics) and CPB chair Bruce Schumm (Physics), in which it was decided to pursue the initiative, a joint subcommittee of the two committees was formed. In addition to Narayan and Schumm, the subcommittee included David Helmbold (CPB; Computer Science and Engineering) and Megan Thomas (CEP; Politics). Professor Thomas rotated off CEP for 2019-2020, and was replaced by Douglas Bonnet (CEP; Psychology) for the 2019-2020 academic year. The Principal Component Analysis was performed on the collected metrics by CPB Vice-Chair Matthew Clapham.

At the outset, the subcommittee approached Vice Chancellor for Planning and Budget (VCPB) Delaney with a request for institutional support, which was immediately granted, allowing for the collaboration with the Institutional Research, Assessment and Policy Studies (IRAPS) group. In addition to IRAPS group members Fernald, Truong, Kupsch and Mojaverian, who contributed throughout the project, initial project-shaping discussions were joined by VCPB Delaney, Vice Provost for Academic Affairs (VPAA) Lee and Vice Provost and Dean of Undergraduate Education (VPDUE) Hughey. Together, this larger group proposed a list of candidate programs to study, and a candidate list of largely quantitative “impaction metrics” that were readily available to the IRAPS group, including both internally collected data as well as selected results from the system-wide UC Undergraduate Educational Experience Survey (UCUES). The latter were particularly valuable, in that they allowed (for most of the candidate programs) for comparisons between UCSC and its sister campuses, based on the Classification of Instructional Programs (CIP) designation developed by the National Center for Education Statistics [4].

Comments on the resulting proposal for impaction metrics and candidate programs were solicited from key members of the campus community, including the academic deans, student leaders, Vice Provost of Student Success Jaye Padgett, and Associate Vice Chancellor for Student Achievement and Equity Innovation Pablo Reguerin. The academic deans were requested to share the proposal with all the chairs in their division. Feedback from this group was incorporated into the proposal, and a final set of candidate programs and metrics was devised. In the course of viewing the metrics for the candidate programs, it was felt that a set of five “benchmark” programs, one from each division, that were not suspected of being at or near impacted status, should also be included in the study. Table 1 shows the resulting list of studied programs in both the candidate and benchmark categories.

A total of 34 impaction metrics have been explored, and are listed in Appendix A. With the help of Guadalupe Soto, a recent recipient of a Bachelor of Arts degree in Politics who was hired as a summer intern by the Academic Senate Office, most of these metrics have been incorporated in graphical visualizations. These visualizations are displayed in Appendices C – N. In addition, the majority of the metrics (the 29 metrics lending themselves to quantification) have been used to develop two types of “impaction indices”, each index being a number between 0 and 1 which is intended to correlate with the degree of impaction of the program under evaluation.

The first type of index (“internal” indices) made use of all 29 quantifiable metrics and were intended to provide comparisons between programs (candidate and benchmark) on our campus. For these indices, the 29 metrics were subdivided into a set of 8 impaction metric categories, relating to class size, availability of faculty contact and feedback, student-to-faculty ratios, availability of advising, availability of courses, opportunities for individual mentoring by faculty, graduation rates, and climate and diversity; the
assignment of impaction metric category to the 29 internal-index metrics is enumerated in Appendix A. Several different internal indices were developed, making use of different choices of weighting of the metrics among and within categories (see the Impaction Indices section below).

The second type of index (“comparative” indices) made use of the nine UCUES results for which system-wide results were available. This type of index was used to compare a given program on our campus to comparable programs on the other eight general-purpose campuses. Two of the candidate programs (Games and Playable Media in Arts and Technology and Information Management in Engineering) didn’t share a CIP code with other UC programs, and so were not included in studies involving comparative indices.

<table>
<thead>
<tr>
<th>Division</th>
<th>Candidate Programs</th>
<th>Benchmark Programs</th>
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<tbody>
<tr>
<td>Arts</td>
<td>Art</td>
<td>History of Art and Visual Culture</td>
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<tr>
<td></td>
<td>Film and Digital Media</td>
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<td></td>
<td>Games and Playable Media (⋆)</td>
<td></td>
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<tr>
<td>Engineering</td>
<td>Computer Science</td>
<td>Electrical Engineering</td>
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<td></td>
<td>Technology &amp; Information Mgmt (⋆)</td>
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<td>Humanities</td>
<td>Philosophy</td>
<td>History</td>
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<td>Phys &amp; Bio Sciences</td>
<td>MCD Biology</td>
<td>Physics</td>
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<td>Social Sciences</td>
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Table 1: List of candidate and benchmark programs. Asterisked (⋆) programs have no counterpart programs within the UC system, as classified by the CIP designation.

**Impaction Index Algorithms and Results**

Two separate excel spreadsheets (one each for internal and relative metrics), available upon request, were used to record the derived impaction metric quantities and encode the algorithm used to determine the indices. For each included metric, a score was calculated by dividing the value of the metric by the maximum value across the 10 candidate programs. The various indices were calculated as combinations of these scores. Because it is possible for one of the non-candidate programs to have a value higher than the maximum of those for the candidate programs, this score can be negative. This came into play a bit for the comparative indices.

**Internal Indices**

Several different internal indices were defined, as follows. A table of weights for each metric, for the several different schemes, is provided in Appendix B.

*Index A Nominal Weights:* For the first of the internal indices, the values of the 29 metrics shown in Appendix A were added together for each candidate and benchmark program. Each of the 29 indices was
given an identical weight of one. For each program, the sum of the impaction metric values was divided by
the maximum possible sum of 29, yielding an index value that lies between 0 and 1.

**Index B Weight by Category:** For this second internal index, each of the eight categories was given a total
weight of one. This was achieved by giving each metric within a given category an equal fractional weight
which was just one divided by the number of metrics in the category, so that the sum of weights within the
category was one. The resulting sum over all metrics was then divided by eight so that again the index lay
between 0 and 1.

**Index C De-Weight Discretionary Categories:** For certain categories of metrics, it is possible for
beleaguered programs and departments to perform well (get low impaction scores) by having an ethos that
delivers above and beyond expectations. One might be concerned that, to the extent a designation of
impaction is a benefit (not all programs may see it this way!), such departments are being penalized for
hard work and effective management. To explore the sensitivity of internal impaction indices to this
concern, the weights of metrics in the following categories were reduced by 50% relative to their Index B
weights: availability of faculty contact and feedback, availability of advising, opportunities for individual
mentoring by faculty, graduation rates, and climate and diversity. The resulting index score was divided by
\(3 \times 1.0 + (5 \times 0.5) = 5.5\) to produce a normalized index between 0 and 1.

**Index D Course-Based Metrics Only:** For this weighting scheme, only the following metrics were
considered. These are the metrics associated with course size and quality. Each of the metrics within this
category was given equal weight. The course-based metrics are: UCUES results on course availability and
small-class access, class sized, student-to-faculty ratios, length of waitlists, ladder-rank faculty contribution
to classroom instruction, and final-year class size.

**Index E Enrichment-Based Metrics Only:** For this weighting scheme, only the handful of metrics relating
to individual contact, and especially mentoring/one-on-one instruction, are considered. Research/creative
activity and independent study participation are given the highest weight.

Results for these three internal impaction indices are displayed for the 10 candidate programs (blue) and
five benchmark programs (red) in Figures 1-5.

**Comparative Indices**

Comparative indices between programs and their administering division and, more importantly, similar
programs at the other eight general-purpose UC campuses, made use of UCUES data. For divisional
comparisons only, data on the number of visits to advisers within the past year, asked only for the UCSC
UCUES survey, was included. As mentioned above, there were no matching CIP codes for TIM and Games
and Playable Media at other campuses, and so system-wide comparisons couldn’t be made.

The results of the divisional and system-wide comparisons are shown in Figures 6 and 7. Each color
represents the value of a numerical metric devised from each UCUES response; the numerical definition of
each of the UCUES metric can be found in Appendix A. For the divisional comparison, the program under
study has been removed from the contributions to the divisional quantities. The value of each metric has
been scaled to the maximum (most indicative of impaction) for the ten programs to produce a value between
0 and 1 for each metric. The bars show the stacked values of these scaled metrics; the higher the bar, the
more likely the given program is impacted.

In certain cases the stack extends below 0. This happens when one or more metrics in the given comparison
(divisional or system-wide) is smaller than that for any of the ten candidate programs, leading to a negative
score in one of the comparator metrics.
Indices Results

The following seven figures show the results for the internal and comparative indices described above.

Internal Index A: Nominal Weights

![Graph showing weighted impaction index for the 10 candidate (blue) and 5 benchmark programs (red), for Internal Index A (nominal weights).]
Internal Index B: Weight by Category

Figure 2: Impaction index for the 10 candidate (blue) and 5 benchmark (red) programs, for Internal Index B (weights by category).

Internal Index C: De-weight Discretionary Categories

Figure 3: Impaction index for the 10 candidate (blue) and 5 benchmark (red) programs, for Internal Index C (de-weight discretionary categories).
Internal Index D: Course-Based Metrics Only

Figure 4: Impaction index for the 10 candidate (blue) and 5 benchmark (red) programs, for Internal Index D (course-based metrics only).

Internal Index E: Enrichment Based Metrics Only

Figure 5: Impaction index for the 10 candidate (blue) and 5 benchmark (red) programs, for Internal Index E (enrichment-based metrics only).
Divisional Comparisons (First Six of Ten)

Figure 6(a): Divisional comparisons for six of the ten candidate programs. For all comparisons, column 1 is the program and column 2 the comparator. The program under study has been removed from the contributions to the divisional quantities. Note that the vertical scale varies from plot to plot.
Divisional Comparisons (Remaining Four of Ten)

Figure 6(b): Divisional comparisons for the remaining four candidate programs. For all comparisons, column 1 is the program and column 2 the comparator. The program under study has been removed from the contributions to the divisional quantities. Note that the vertical scale varies from plot to plot.
Systemwide Comparisons (First Four of Eight)

Figure 7(a): Systemwide comparisons for four candidate programs. For all comparisons, column 1 is the program and column 2 the comparator. Note that the vertical scale varies from plot to plot.
Systemwide Comparisons (Remaining Four of Eight)

Figure 7(b): Systemwide comparisons for the remaining four candidate programs. For all comparisons, column 1 is the program and column 2 the comparator. Note that the vertical scale varies from plot to plot. The UC-wide MCD Bio stack extends below 0 because one of the comparison metrics is smaller than that for any of the ten candidate programs, leading to a negative score in that metric.
Observations and Discussion

Single-valued numerical indices, by their nature, suppress any subtlety or nuance contained within a broader body of qualitative and quantitative measures of any social phenomenon. Nonetheless, it can be informative, as a starting point for a deeper and more nuanced discussion, to view such impaction indices, which allow for well-defined rankings and comparisons between programs.

More or less independently of the chosen weighting scheme, five of the ten candidate programs score consistently higher than other candidate programs and, for the most part, the five benchmark programs: Computer Science, Technology and Information Management, (Business Management) Economics, Psychology, and MCD Biology.

The one exception is the fifth, enrichment-based weighting scheme, for which Psychology does not exhibit as high an index as the other four of these programs. Numerically, this can be traced to good performance (remember that good performance lowers the impaction score) in “direct” measures of enrichment: engagement in research, fraction taking an independent study class, and the overall sense of satisfaction with enrichment from the UCUES survey, which all contribute significantly lower values to the enrichment-based index than they do for the other four programs that have high values of the first four indices. Looking a little further into this result, Appendix E shows the UCUES enrichment metric comparisons between programs and their UC counterparts, which contains one objective (fraction of students engaging in research) and one subjective (rates of satisfaction with enrichment) measure. Psychology outperforms both its host division and its comparator programs within the UC system in terms of the objective measure (rates of participation), but somewhat underperforms both in terms of the subjective measure (satisfaction). The reason for this disparity is not clear, and may warrant further discussion. Also, for this metric, Electrical Engineering, a benchmark program, exhibits an index approaching that of the highest metric, Computer Science. Upon closer examination, it is seen that Electrical Engineering is performing poorly (leading to a higher impaction index) in the majority of enrichment metrics, including percentage of students with at least one faculty contact, satisfaction with advising by faculty, satisfaction with enrichment, participation in research, and engagement of independent study. The cause for this condition may, again, warrant further discussion.

For the second and third weighting schemes, Philosophy reaches the lower level of this lead-five band, but upon closer examination, this appears to be associated with a particularly high level of dissatisfaction with the climate for diversity and inclusion, as indicated by the UCUES survey results. It’s not clear that this negative sense arises from a lack of resources within the department.

Of the candidate programs, Computer Science consistently and notably rises above all other studied programs in its overall degree of impaction. In addition, its comparative scores (from the UCUES survey results) are significantly above that of the division, and even more so above that of its eight UC comparators. Of the remaining four programs that consistently score higher than other candidate programs, MCD Biology also rises very noticeably above its UC comparators. Psychology does as well, although to a lesser extent than Computer Science or MCD Biology. Philosophy also rises above its UC comparators, although if the question on campus climate is removed, it is very similar to the other eight campuses.

Although not within the original intent of the study, one could ask whether impaction indices shed any light on the overall status of an entire division. Candidate divisions include the Baskin School of Engineering, whose enrollments have been growing rapidly, and the Division of Social Sciences, which awards the most Bachelor’s degrees of the five divisions, and has argued that it has been particularly fiscally distressed in recent years. To this end, Figure 7 shows a comparison of UCUES results between the program, host
division, and similar programs at other UC campuses, for the two programs (Computer Science and Psychology) thought to be the most heavily impacted within each of the two divisions, and potentially across the UC system as well. It is seen that the overall comparative impaction index for the Baskin School of Engineering, while lower than that for the Computer Science program, is significantly larger than that for the UC-average Computer Science program. If it assumed that Computer Science tends to be more impacted than average engineering programs across the system, this might suggest that the School of Engineering is broadly impacted. For the case of Social Sciences, however, the overall divisional index is less than that of psychology programs on other campuses.

![Figure 7: Relative impaction indices for Computer Science and Psychology.](image)

Figure 7: Relative impaction indices for Computer Science and Psychology. Of the three stacks, the left-most is that for the candidate UCSC program, the middle for the UCSC division hosting the candidate program, and the right-most the combined results for the other eight campuses for the equivalent program. Note that the two plots have differing vertical scales.

Another thing that caught the eye of the members of the Impaction Subcommittee was the ratio of students to program-level advisers in several of the programs. These ratios are shown in Appendix C, Figure C1, and are reproduced below in Figure 7. Of the five programs that score consistently highest in the various impaction indices, four of them count approximately one adviser per 500 declared majors, and close to 800 when proposed majors are also considered. The fifth program that has a consistently high impaction metric, MCD Biology, has approximately 250 declared majors per adviser, and approximately 450 overall majors per adviser, including undeclared majors. It’s difficult to imagine how students can be effectively advised with such limited access to advising.

Tellingly, the UCUES survey results displayed in Appendix D allow a comparative assessment of advising satisfaction with divisional and system-wide norms. The Computer Science and TIM programs share five undergraduate advisers, who operate across the entire School of Engineering. Assuming that attitudes towards advising are fairly similar for Computer Science and TIM students, satisfaction with access to both faculty and program advisers for these students is somewhat worse than that for their UC counterparts. For Economics and Psychology, while perhaps somewhat worse than divisional norms, satisfaction with faculty and program-level advising is roughly commensurate with UC-wide comparators. Satisfaction with faculty and program-level advising among MCD biology students is somewhat lower than for both divisional and UC-wide comparators. However, overall, while there does seem to be some stress associated with access to advising that might argue for more resources in specific cases, despite the apparently large student-to-
adviser (and student-to-faculty) ratios in the candidate departments, the advising function doesn’t appear to be falling apart at the seams. This surprised the subcommittee members a bit, and further discussion of advising resources maybe warranted.

Another question of interest to the subcommittee was that of the possible correlation between impaction – more specifically, the relative unavailability of instructional resources – and graduation rates. To explore this question, two impaction metrics were taken as indicators of the inadequacy of instructional resources within a program: upper division class sizes and the ratio of majors to Senate faculty within the program. Six metrics were taken as indicators of graduation rates, three each for native and transfer students: average time to degree, and the fraction of students not graduating within four (two) and six (four) years for native (transfer) students in the program. As with the impaction index study discussed above, a score, nominally within the range [0,1], was formed for each of these eight metrics by dividing each program’s metric by the maximum of that for any candidate program. Then, the two resource scores were averaged to form the independent variable of the correlation study, and the six graduate-rate scores were averaged to form the dependent variable. Figure 9 shows the resulting correlation plot for the ten candidate and five benchmark programs. Because graduation rates are worse for some benchmark programs than for any of the ten candidate programs, the independent variable is greater than one in two cases. There is no visible evidence of correlation between the unavailability of instructional resources and graduation rates, as explored in this manner. However, it is possible that impacted programs have modified requirements (this possibility is currently under exploration by CEP), or that they frequently approve alternatives to help mitigate the effects of course unavailability. Graduation rates are also affected by the complexity of programs and capstone requirements, which varies widely.
Principal Component Analysis

Principal Component Analysis (PCA) is a statistical methodology that determines the combinations of the various inputs to a quantitative analysis that most effectively represent differences between objects characterized by those inputs. In this case, the “objects” are the fifteen (ten candidate and five comparator) programs in the study, and the “inputs” are the quantitative impaction metrics that compose the indices discussed above.

The PCA is displayed in Figure 10. The values of the discriminator PC1 (PC2) are the value of the linear combination of metrics that best (second-best) separates the fifteen programs from one another. The projections of the colored bars on the PC1 or PC2 axis show the relative weight given to each of the 29 impactions metrics in forming the associated discriminator. If the projection is negative, the given metric is anti-correlated with impaction for the given discriminator. The bars are color-coded according to which of the eight impaction categories (see Appendix A) that the given metric lies within. The weights can also be found tabulated in Appendix B.

Consistent with the impaction index results, Computer Science is seen to be most separated from the other 14 programs, exhibiting the largest value of PC1. Psychology, Sociology, Computer Science and Economics had the largest values of PC2. By design, PC1 provides the greatest discrimination between programs, with no one metric standing out as the dominant source of its discrimination power. The metrics contributing most to PC1 (having the greatest projection on the horizontal axis) tend to fall into the advising, class size, mentoring, and student-to-faculty workload categories. A similar trend, with the exception of mentoring metrics, is seen for PC2. The metric associated with diversity and inclusion is negatively correlated with both the PC1 and PC2 discriminators.
Summary

In collaboration with Institutional Research, Assessment and Policy Studies (IRAPS) within the Office of Planning and Budget, a subcommittee of the Committees on Educational Policy and Planning and Budget have defined 29 metrics nominally associated with impaction of degree programs. These metrics make use of institutional data readily available on our campus, as well as results from the system-wide UC Undergraduate Experience (UCUES) Survey. These metrics have been used to perform quantitative assessment of the presence of impaction on the UCSC campus, both in comparison between the various campus programs as well as with similar programs across the UC system.

Outcomes for the 29 metrics were combined to produce five different numerical indices, each making use of a different scheme for weighting the various quantitative metrics. By constructing these differing combinations of the 29 numeric metrics, the degree of confidence in conclusions drawn from the indices could be assessed. Ten candidate programs were included in the study (Art, Art and Design: Games and Playable Media, Film and Digital Media, Computer Science, Technology and Information Management, Business Management Economics, Psychology, Sociology, MCD Biology, and Philosophy), along with five programs, one from each division, not generally considered to be impacted (Electrical Engineering,
Physics, Anthropology, History, and History of Art and Visual Culture). In addition to the five internal numerical impaction indices, used to compare between programs on our campus, the UCUES results were used to develop an external index that allowed for the comparison of each candidate program, with the exception of Games and Playable Media and Technology and Information Management, with similar programs across the UC system.

Several other associated studies were performed. Based on responses from the candidate departments with respect to the depth of the advising staff, as well as UCUES results, student-to-advising ratios were calculated and contextualized. Metrics were also formed that allowed for the assessment of the correlation between the abundance of teaching resources and graduation rates.

The scope of the study did not include the development of specific recommendations of actions to be taken to remediate impaction, or even the identification of impacted programs. Instead, the intent of the study was to initiate and inform a dialog that would allow for a more nuanced assessment of impaction on our campus, in hopes of contributing to a consensus of actions to be taken, in view of the campus’s overall mission as well as the unique ethos of each impacted department.


Appendix A: List of Impaction Metrics
Below is the list of studies impaction metrics. Metrics with a letter (category) designation other than “X” were made use of in the development of the “impaction index” score. A list of the eight impaction metric categories (A-G) follows the list of individual metrics. The more description following the colon specifies how each metric was used in the quantitative impaction index, if the given metric was indeed made use of in the index.

01 (A) Small-class access (UCUES): Percent of dissatisfied/very dissatisfied
02 (A) LD class size distributions: Average LD class size
03 (A) UD class size distributions: Average UD class size
04 (B) Senate faculty per major: Declared major per permanent faculty FTE
05 (B) Payroll faculty per student FTE: Student FTE (UG plus grad) per faculty payroll FTE
06 (C) Course availability (UCUES): Percent of dissatisfied/very dissatisfied
07 (C) Size of waitlists (LD): Average at closure, from charts
08 (C) Size of waitlists (UD): Average at closure, from charts
09 (D) Native student 4 yr completion rates: Incompletion percentage, in any major
10 (D) Native student 6 yr completion rates: Incompletion percentage, in any major
11 (D) Transfer student 2 yr completion rates: Incompletion percentage, in any major
12 (D) Transfer student 4 yr completion rates: Incompletion percentage, in any major
13 (D) Native student time to degree: Average over 2008-2012 entering classes
14 (D) Transfer student time to degree: Average over 2010-2014 entering classes
15 (E) Faculty contacts (UCUES): Percent of students with no faculty contacts
16 (E) Feedback on work (UCUES): Percent that never or rarely receive prompt feedback
17 (E) UD Major FTE taught by ladder rank: Percent not taught by Senate faculty
18 (E) LD Major FTE taught by ladder rank: Percent not taught by Senate faculty
19 (F) Satisfied with advising (UCUES; 1): Percent (very) dissatisfied with advising by Faculty
20 (F) Satisfied with advising (UCUES; 2): Percent (very) dissatisfied with advising by Department
21 (X) Satisfied with advising (UCUES; 3): Discarded (divisional, and so not reflective of impaction)
22 (F) #majors per adviser: Majors are declared plus proposed
23 (G) Satisfaction w/ enrichment (UCUES): Percent (very) dissatisfied with availability of enrichment opportunities
24 (G) Fraction in research w/ faculty (UCUES): Find maximum of the sum of positive outcomes (assisted research + assisted project + conducted own research); then record for each program the quantity (maximum – sum)
25 (A) Final year class size profile: For all UD classes taken by majors (not just in their major department) in their final year in 2018-2019, fraction with enrollments of 60 or more
26 (G) Final year independent study fraction: Fraction of students in their final year in 2018-19 that did not take an independent study class

27 (A) Capstone class size distribution: Mean size of capstone class

28 (H) Campus climate (UCUES): Percent (very) dissatisfied with climate for diversity & inclusion in major

29 (F) Met with faculty adviser: Percent not meeting with faculty adviser in past year

30 (F) Met with department adviser: Percent not meeting with department adviser in past year

31 (X) Met with college adviser: Discarded (divisional, and so not reflective of impaction)

32 (X) Major requirements comparison with UC comparators (Riverside, Davis, Santa Barbara)

33 (X) Trends in major demand (declared)

34 (X) Trends in major demand (proposed)

Impaction Metric Categories

A Class Size    E Faculty contact and feedback
B Student-to-faculty ratio F Advising
C Course availability G Individual mentoring
D Graduation rates H Climate and diversity
X No category (not used in numerical indices)
Appendix B: Weighting Schemes
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<th>CATEGORY</th>
<th>A NOMINAL</th>
<th>B CATEGORIES HAVE EQUAL WEIGHT</th>
<th>C WEIGHTING DESIGNED TO NOT PENALIZE OUTPERFORMING PROGRAMS</th>
<th>D COURSE-BASED METRICS ONLY</th>
<th>E ENRICHMENT METRICS ONLY</th>
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Table B1: Weighting schemes made use of to calculate the various internal impaction indices and for the Principle Component Analysis.
Appendix C: Majors per Adviser and Lower Division Instructional Fraction
Figure C1: Majors per adviser for candidate programs.

Figure C2: Fraction of undergraduate instructional workload that is Lower Division. For reference, this fraction is 78% for Physics and 87% for Math.
Appendix D: UCUES Survey Results Relating to Advising
Appendix E: UCUES Survey Results Related to Enrichment
Left: Fraction not engaged (blue) and engaged (orange) in research/creative activity. Right: fraction dissatisfied or very dissatisfied (blue), neutral (orange), and satisfied or very satisfied (gray) with enrichment opportunities.

Left: Fraction not engaged (blue) and engaged (orange) in research/creative activity. Right: fraction dissatisfied or very dissatisfied (blue), neutral (orange), and satisfied or very satisfied (gray) with enrichment opportunities.
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Left: Fraction not engaged (blue) and engaged (orange) in research/creative activity. Right: fraction dissatisfied or very dissatisfied (blue), neutral (orange), and satisfied or very satisfied (gray) with enrichment opportunities.

Econ: % in Research; Enrichment Satisfaction

Left: Fraction not engaged (blue) and engaged (orange) in research/creative activity. Right: fraction dissatisfied or very dissatisfied (blue), neutral (orange), and satisfied or very satisfied (gray) with enrichment opportunities.
Left: Fraction not engaged (blue) and engaged (orange) in research/creative activity. Right: fraction dissatisfied or very dissatisfied (blue), neutral (orange), and satisfied or very satisfied (gray) with enrichment opportunities.

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Left: Fraction not engaged (blue) and engaged (orange) in research/creative activity. Right: fraction dissatisfied or very dissatisfied (blue), neutral (orange), and satisfied or very satisfied (gray) with enrichment opportunities.
Appendix F: Enrichment: Capstone Class Enrollment and Independent Study Participation
Average Capstone Class Sizes

ART

190A required of all

190B if no exhibition or individual portfolio
GAMES AND PLAYABLE MEDIA

ARTG-170

COMPUTER SCIENCE

Basically any upper division
MCD BIOLOGY

Capstone is research (how assessed?) or any UD lab; here is average lab class size

ECONOMICS

Sections of 100A, averaged

Sections of 100B, averaged

Sections of 131 averaged
FILM AND DIGITAL MEDIA

FILM-194 averaged over sections

FILM-196 averaged over sections
PHILOSOPHY

PHIL-190 averaged over sections


PSYCHOLOGY

PSYC 119A-Z, 139A-Z, 159A-Z, 179A-Z, all averaged together

SOCIOLOGY

SOCY-196; *but changing over to senior seminar now*

TECHNOLOGY AND INFORMATION MANAGEMENT

TIM-105


TIM-125


TIM-158

Senior Year Class Sizes and Fraction of Majors Taking Independent Study

Availability of Enrichment Opportunities

- **Graduation Cohort**
  - 2016-17
  - 2017-18
  - 2018-19

- **Select Major**
  - Art

**Percentage of graduates who took an independent study class**

- **Major**
- **Division**
- **Campus**

**Class Level**
- Multiple values

**Class Department (Line Graph Only)**
- Art

**Percentage of graduates who took an independent study class by graduation year**

**Average number of Lower Division & Upper Division classes taken in final year by class size**

- Major Avg.: Class Size <=30
- Division Avg.: Class Size <=30
- Campus Avg.: Class Size <=30
- Major Avg.: Class Size <=60
- Division Avg.: Class Size <=60
- Campus Avg.: Class Size <=60
- Major Avg.: Class Size <=100
- Division Avg.: Class Size <=100
- Campus Avg.: Class Size <=100
- Major Avg.: Class Size <=200
- Division Avg.: Class Size <=200
- Campus Avg.: Class Size <=200
- Major Avg.: Class Size > 200
- Division Avg.: Class Size > 200
- Campus Avg.: Class Size > 200

**Number of Lower Division & Upper Division classes taken in final year by graduation year**

- Major Avg. Classes in Last Year
- Major Avg. Class Size <=100
- Major Avg. Class Size <=200
- Major Avg. Class Size <=60
- Major Avg. Class Size >200
Availability of Enrichment Opportunities

Percentage of graduates who took an independent study class

- Major
- Division
- Campus

Class Level
- Major Avg.: Class Size <= 30
- Division Avg.: Class Size <= 30
- Campus Avg.: Class Size <= 30
- Major Avg.: Class Size <= 60
- Division Avg.: Class Size <= 60
- Campus Avg.: Class Size <= 60
- Major Avg.: Class Size <= 100
- Division Avg.: Class Size <= 100
- Campus Avg.: Class Size <= 100
- Major Avg.: Class Size <= 200
- Division Avg.: Class Size <= 200
- Campus Avg.: Class Size <= 200
- Major Avg.: Class Size > 200
- Division Avg.: Class Size > 200
- Campus Avg.: Class Size > 200

Class Department: Line Graph Only

Art

Percentage of graduates who took an independent study class by graduation year

Number of Lower Division & Upper Division classes taken in final year by graduation year

- Major Avg. Classes in Last Year
- Major Avg. Class Size <= 100
- Major Avg. Class Size <= 200
- Major Avg. Class Size <= 50
Availability of Enrichment Opportunities

Percentage of graduates who took an independent study class by graduation year

- **Major**
- **Division**
- **Campus**

Class Level Multiple values

Average number of Lower Division & Upper Division classes taken in final year by class size

- Major Avg. Class Size <30
- Division Avg. Class Size <30
- Campus Avg.: Class Size <30
- Major Avg.: Class Size <60
- Division Avg.: Class Size <=60
- Campus Avg.: Class Size <=60
- Major Avg.: Class Size <100
- Division Avg.: Class Size <=100
- Campus Avg.: Class Size <=100
- Major Avg.: Class Size <200
- Division Avg.: Class Size <=200
- Campus Avg.: Class Size <=200
- Major Avg.: Class Size > 200
- Division Avg.: Class Size > 200
- Campus Avg.: Class Size > 200

Number of Lower Division & Upper Division classes taken in final year by graduation year

- **Major Avg. Class Size <=30**
- **Major Avg. Class Size <=60**
- **Major Avg. Class Size <=100**
- **Major Avg. Class Size <=200**
- **Major Avg. Class Size >200**
Availability of Enrichment Opportunities

Percentage of graduates who took an independent study class by graduation year:

- 2016-17: Major (30%), Division (50%), Campus (90%)
- 2017-18: Major (25%), Division (40%), Campus (70%)
- 2018-19: Major (20%), Division (30%), Campus (60%)

Class Level Multiple values
Class Department (Line Graph Only)
Computer Science

Average number of Lower Division & Upper Division classes taken in final year by class size:

- Major Avg. Class Size <= 30
- Division Avg. Class Size <= 30
- Campus Avg. Class Size <= 30
- Major Avg. Class Size <= 60
- Division Avg. Class Size <= 60
- Campus Avg. Class Size <= 60
- Major Avg. Class Size <= 100
- Division Avg. Class Size <= 100
- Campus Avg. Class Size <= 100
- Major Avg. Class Size <= 200
- Division Avg. Class Size <= 200
- Campus Avg. Class Size <= 200
- Major Avg. Class Size > 200
- Division Avg. Class Size > 200
- Campus Avg. Class Size > 200

Number of Lower Division & Upper Division classes taken in final year by graduation year:

- 2016-17: Major Avg. Class Size <= 100 (8), Major Avg. Class Size <= 200 (5)
- 2017-18: Major Avg. Class Size <= 100 (7), Major Avg. Class Size <= 200 (4)
- 2018-19: Major Avg. Class Size <= 100 (6), Major Avg. Class Size <= 200 (3)
Availability of Enrichment Opportunities

Percentage of graduates who took an independent study class by class size

- Major Avg. Class Size <=30
- Division Avg. Class Size <=30
- Campus Avg. Class Size <=30
- Major Avg. Class Size <=60
- Division Avg. Class Size <=60
- Campus Avg. Class Size <=60
- Major Avg. Class Size <=100
- Division Avg. Class Size <=100
- Campus Avg. Class Size <=100
- Major Avg. Class Size >200
- Division Avg. Class Size >200
- Campus Avg. Class Size >200

Number of Lower Division & Upper Division classes taken in final year by graduation year

- Major Avg. Class Size <=100
- Major Avg. Class Size <=200
- Major Avg. Class Size <=400
- Major Avg. Class Size >400

Percentage of graduates who took an independent study class by graduation year

- 2016-17
- 2017-18
- 2018-19
Availability of Enrichment Opportunities

Percentage of graduates who took an independent study class by class size

Average number of Lower Division & Upper Division classes taken in final year by class size

Percentage of graduates who took an independent study class by graduation year

Number of Lower Division & Upper Division classes taken in final year by graduation year
Availability of Enrichment Opportunities

Percentage of graduates who took an independent study class by graduation year:

- **Major**: Major
- **Division**: Division
- **Campus**: Campus

Class Level Multiple values

- **Sociology**: Sociology

Class Department (Line Graph Only)

Average number of Lower Division & Upper Division classes taken in final year by class size:

- **Major Avg.: Class Size <=30**
- **Division Avg.: Class Size <=30**
- **Campus Avg.: Class Size <=30**
- **Major Avg.: Class Size <=60**
- **Division Avg.: Class Size <=60**
- **Campus Avg.: Class Size <=60**
- **Major Avg.: Class Size <=100**
- **Division Avg.: Class Size <=100**
- **Campus Avg.: Class Size <=100**
- **Major Avg.: Class Size <=200**
- **Division Avg.: Class Size <=200**
- **Campus Avg.: Class Size <=200**
- **Major Avg.: Class Size > 200**
- **Division Avg.: Class Size > 200**
- **Campus Avg.: Class Size > 200**

Number of Lower Division & Upper Division classes taken in final year by graduation year:

- **Major Avg. Classes in Last Year**
- **Major Avg. Class Size <=30**
- **Major Avg. Class Size <=200**
- **Major Avg. Class Size <=60**
- **Major Avg. Class Size >200**

62
Availability of Enrichment Opportunities

Percentage of graduates who took an independent study class by graduation year

Number of Lower Division & Upper Division classes taken in final year by class size

Average number of Lower Division & Upper Division classes taken in final year by class size
Business Management Economics

Availability of Enrichment Opportunities

**Percentage of graduates who took an independent study class**

- **Major**
- **Division**
- **Campus**

**Class Level Multiples**

- **Class Department (Line Graph Only)**
- **Economics**

**Average number of Lower Division & Upper Division classes taken in final year by class size**

- Major Avg. Class Size <=100
- Division Avg. Class Size <=30
- Campus Avg. Class Size <=10
- Major Avg. Class Size <=100
- Division Avg. Class Size <=100
- Campus Avg. Class Size <=100
- Major Avg. Class Size <=100
- Division Avg. Class Size <=200
- Campus Avg. Class Size <=200
- Major Avg. Class Size > 200
- Division Avg. Class Size > 200
- Campus Avg. Class Size > 200

**Number of Lower Division & Upper Division classes taken in final year by graduation year**

- Major Avg. Classes in Last Year
- Major Avg. Class Size <=100
- Major Avg. Class Size <=200
- Major Avg. Class Size <=30
- Major Avg. Class Size >200

Percentage of graduates who took an independent study class by graduation year

- 2016-17
- 2017-18
- 2018-19
MCD Biology

Availability of Enrichment Opportunities

Percentage of graduates who took an independent study class

<table>
<thead>
<tr>
<th>Class Level</th>
<th>Multiple values</th>
<th>Class Department (Line Graph Only)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Major</td>
<td></td>
<td>Molecular, Cell, &amp; Dev Biology</td>
</tr>
<tr>
<td>Division</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Campus</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Average number of Lower Division & Upper Division classes taken in final year by class size

- Major Avg. Class Size <=30
- Division Avg.: Class Size <=30
- Campus Avg.: Class Size <=30
- Major Avg. Class Size <=60
- Division Avg.: Class Size <=60
- Campus Avg.: Class Size <=60
- Major Avg. Class Size <=100
- Division Avg.: Class Size <=100
- Campus Avg.: Class Size <=100
- Major Avg. Class Size <=200
- Division Avg.: Class Size <=200
- Campus Avg.: Class Size <=200
- Major Avg.: Class Size >200
- Division Avg.: Class Size >200
- Campus Avg.: Class Size >200

Percentage of graduates who took an independent study class by graduation year

Number of Lower Division & Upper Division classes taken in final year by graduation year

- Major Avg. Classes in Last Year
- Major Avg. Class Size <=100
- Major Avg. Class Size <=200
- Major Avg. Class Size >200
Appendix G: Graduation Statistics
Average Time to Degree

NOTE: GAME AND DESIGN BASED ON JUST ONE COHORT, WITH ONLY 5 STUDENTS

FROSH Average Time to Degree

- 2012 Average Elapsed Years
- 2008-2012 Average Elapsed Years

NOTE: GAME AND DESIGN BASED ON JUST ONE COHORT, WITH ONLY 2 STUDENTS

Transfer Average Time to Degree

- 2014 Average Elapsed Years
- 2010-2014 Average Elapsed Years
Completion Rates for Native Students

NOTE: ART GAMES AND PLAYABLE MEDIA NOT AVAILABLE; USE AVERAGE AS A PROXY FOR IMPACTION SCORE

Art

Film and Digital Media
Computer Science

TIM

UNIVERSITY OF CALIFORNIA, SANTA CRUZ
AS/SCP/1964-62

69
Econ

Psychology
Completion Rates for Transfer Students

NOTE: ART GAMES AND PLAYABLE MEDIA NOT AVAILABLE; USE AVERAGE AS A PROXY FOR IMPACTION SCORE

[Graph showing completion rates for ART and Film & Digital Media majors]
In proposed major | In another major | Did not Grad

MCD Biology

2 yr | 2 yr DIV | 2 yr CAMP

3 yr | 3 yr DIV | 3 yr CAMP

4 yr | 4 yr DIV | 4 yr CAMP

UNIVERSITY OF CALIFORNIA, SANTA CRUZ

AS/SCP/1964-70

77
Appendix H: UCUES Results on Class Size, Course Availability and Campus Climate
KEY

Each group of three represents one of three UCUES survey questions
For each group the first bar represents UCSC, second bar represents Division, and the third bar represents other UC’s.

Q1: How satisfied are you with the access to small classes?
Q2: How satisfied are you with the availability of courses needed for graduation?
Q3: Overall, I feel comfortable with the campus climate for diversity and inclusion in my major.
Computer Science

TIM

CLASS SIZE
AVAILABILITY OF COURSES
CAMPUS CLIMATE

VERY DIS/DIS  SOMEWAT DIS/SAT  SAT/ VERY SAT
Appendix I: Class Sizes and Trends
LOWER DIVISION CLASS SIZES (From IRAPS dashboard)

MCD Bio

Class Size Distribution for 2018-19

Average Class Size from 2009/2010 - 2018/2019

Comp Sci

Class Size Distribution for 2018-19

Average Class Size from 2009/2010 - 2018/2019
Art

Games & Playable Media [Arts General]
UPPER DIVISION CLASS SIZES (From IRAPS dashboard)

MCD Bio

Comp Sci
Art

Games & Playable Media [Arts General]
Economics

Class Size Distribution for 2018-19

Average Class Size from 2009/2010 - 2018/2019

Film & Digital Media

Class Size Distribution for 2018-19

Average Class Size from 2009/2010 - 2018/2019
Philosophy

Class Size Distribution for 2018-19

- 1-20: Department, Division, Campus
- 21-50: Department, Division, Campus
- 51-100: Department, Division, Campus
- 101+: Department, Division, Campus

Average Class Size from 2009/2010 - 2018/2019

Psychology

Class Size Distribution for 2018-19

- 1-20: Department, Division, Campus
- 21-50: Department, Division, Campus
- 51-100: Department, Division, Campus
- 101+: Department, Division, Campus

Average Class Size from 2009/2010 - 2018/2019
Sociology

Class Size Distribution for 2018-19

- Department
- Division
- Campus

Average Class Size from 2009/2010 - 2018/2019

TIM

Class Size Distribution for 2018-19

- Department
- Division
- Campus

Average Class Size from 2009/2010 - 2018/2019
Appendix J: Class Waitlist Size
Psychology Lower Div.

Psychology Upper Div.

1st day  7th day  closure
Appendix K: UCUES Results on Exposure to Faculty
The first three bars represent the UCUES: “Faculty Providing prompt feedback and useful feedback on student work.”

Orange bar represents “never/rarely”
Yellow bar represents “occasionally/somewhat often”
Green bar represents “often/ very often”

The second set of three bars represents: “How many Professors do you know well enough to ask for a letter of recommendation?”

Orange bar represents “0”
Yellow bar represents “1 or 2”
Green bar represents “3 or 4 more”

![Art](chart.png)
Arts: Games and Playable Media

Film & Digital Media
Computer Science

Technology & Information Mgmt.
Psychology

![Psychology chart]

Philosophy

![Philosophy chart]
Appendix L: Instructor Type Distributions
Art Lower Division

Distribution of Undergraduate Enrollments by Faculty Type

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Division</th>
<th>Split by</th>
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<tbody>
<tr>
<td>2018-19</td>
<td>Arts Division</td>
<td>All</td>
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</table>

<table>
<thead>
<tr>
<th>Faculty Type</th>
<th>Upper Division</th>
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<tbody>
<tr>
<td>Senate Faculty</td>
<td>34.66%</td>
</tr>
<tr>
<td>Unit 18 Lecturers</td>
<td>65.34%</td>
</tr>
</tbody>
</table>

Art Upper Division

Distribution of Undergraduate Enrollments by Faculty Type

<table>
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<th>Academic Year</th>
<th>Division</th>
<th>Split by</th>
</tr>
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<td>Arts Division</td>
<td>All</td>
</tr>
</tbody>
</table>

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<tr>
<th>Faculty Type</th>
<th>Upper Division</th>
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<tbody>
<tr>
<td>Senate Faculty</td>
<td>22.25%</td>
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<tr>
<td>Unit 18 Lecturers</td>
<td>57.95%</td>
</tr>
<tr>
<td>All Other Faculty</td>
<td>19.80%</td>
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</table>
Film & Digital Media Lower Division

Distribution of Undergraduate Enrollments by Faculty Type

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<th>Academic Year</th>
<th>Division</th>
<th>Split</th>
<th>Course Level</th>
<th>Course Type</th>
<th>Faculty Type</th>
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<td>Arts Division</td>
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<td>Lower Division</td>
<td>All</td>
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</table>

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<th>Split</th>
<th>Course Level</th>
<th>Course Type</th>
<th>Faculty Type</th>
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</thead>
<tbody>
<tr>
<td>2018-19</td>
<td>Arts Division</td>
<td>All</td>
<td>Lower Division</td>
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</table>

Film & Digital Media Upper Division

Distribution of Undergraduate Enrollments by Faculty Type

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<th>Academic Year</th>
<th>Division</th>
<th>Split</th>
<th>Course Level</th>
<th>Course Type</th>
<th>Faculty Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-19</td>
<td>Arts Division</td>
<td>All</td>
<td>Upper Division</td>
<td>All</td>
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<th>Year</th>
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<th>Split</th>
<th>Course Level</th>
<th>Course Type</th>
<th>Faculty Type</th>
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<tbody>
<tr>
<td>2018-19</td>
<td>Arts Division</td>
<td>All</td>
<td>Upper Division</td>
<td>All</td>
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</table>
## Arts General Lower Division

### Distribution of Undergraduate Enrollments by Faculty Type

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Division</th>
<th>Split</th>
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</tr>
</thead>
<tbody>
<tr>
<td>2018-19</td>
<td>Arts Division</td>
<td>All</td>
<td>Senate Faculty</td>
<td>79.30%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>All Other Faculty</td>
<td>20.70%</td>
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## Arts General Upper Division

### Distribution of Undergraduate Enrollments by Faculty Type

<table>
<thead>
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<th>Academic Year</th>
<th>Division</th>
<th>Split</th>
<th>Faculty Type</th>
<th>Unit 18 Lecturers</th>
<th>All Other Faculty</th>
<th>Academic Student Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-19</td>
<td>Arts Division</td>
<td>All</td>
<td>Senate Faculty</td>
<td>71.85%</td>
<td>14.55%</td>
<td>13.60%</td>
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</table>
# Computer Science Lower Division

## Distribution of Undergraduate Enrollments by Faculty Type

<table>
<thead>
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<th>Academic Year</th>
<th>Division</th>
<th>Split</th>
<th>Faculty Type</th>
<th>Senate Faculty</th>
<th>Unit 18 Lecturers</th>
<th>All Other Faculty</th>
<th>Academic Student Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-19</td>
<td>Baskin School of Engineering</td>
<td>All</td>
<td>All</td>
<td>44.38%</td>
<td>31.25%</td>
<td>7.59%</td>
<td>2.02%</td>
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</table>

# Computer Science Upper Division

## Distribution of Undergraduate Enrollments by Faculty Type

<table>
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<th>Academic Year</th>
<th>Division</th>
<th>Split</th>
<th>Faculty Type</th>
<th>Senate Faculty</th>
<th>Unit 18 Lecturers</th>
<th>All Other Faculty</th>
<th>Academic Student Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-19</td>
<td>Baskin School of Engineering</td>
<td>All</td>
<td>All</td>
<td>43.62%</td>
<td>43.13%</td>
<td>0.02%</td>
<td>2.02%</td>
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</table>
### Technology and Info Management Lower Division

**Distribution of Undergraduate Enrollments by Faculty Type**

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<th>Academic Year</th>
<th>Division</th>
<th>Faculty Type</th>
<th>Split by All</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-19</td>
<td>Baslin School of Engineering</td>
<td>Senate Faculty</td>
<td>50%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Unit 18 Lecturers</td>
<td>50%</td>
</tr>
</tbody>
</table>

### Technology and Info Management Upper Division

**Distribution of Undergraduate Enrollments by Faculty Type**

<table>
<thead>
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<th>Academic Year</th>
<th>Division</th>
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</tr>
</thead>
<tbody>
<tr>
<td>2018-19</td>
<td>Baslin School of Engineering</td>
<td>Senate Faculty</td>
</tr>
</tbody>
</table>
### Sociology Lower Division

**Distribution of Undergraduate Enrollments by Faculty Type**

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Division</th>
<th>Course Type</th>
<th>Faculty Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-19</td>
<td>Social Sciences Division</td>
<td>All</td>
<td>Split by All</td>
</tr>
</tbody>
</table>

#### Course Level
- Lower Division

#### Faculty Type
- Senate Faculty
- Unit 18 Lecturers

<table>
<thead>
<tr>
<th>Faculty Type</th>
<th>Senate Faculty</th>
<th>Unit 18 Lecturers</th>
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<tbody>
<tr>
<td><strong>Split</strong></td>
<td>72.99%</td>
<td>27.01%</td>
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</table>

### Sociology Upper Division

**Distribution of Undergraduate Enrollments by Faculty Type**

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<th>Academic Year</th>
<th>Division</th>
<th>Course Type</th>
<th>Faculty Type</th>
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<tbody>
<tr>
<td>2018-19</td>
<td>Social Sciences Division</td>
<td>All</td>
<td>Split by All</td>
</tr>
</tbody>
</table>

#### Course Level
- Upper Division

#### Faculty Type
- Senate Faculty
- Unit 18 Lecturers
- All Other Faculty
- Academic Student Employees

<table>
<thead>
<tr>
<th>Faculty Type</th>
<th>Senate Faculty</th>
<th>Unit 18 Lecturers</th>
<th>All Other Faculty</th>
<th>Academic Student Employees</th>
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<tr>
<td><strong>Split</strong></td>
<td>51.55%</td>
<td>41.29%</td>
<td>2.91%</td>
<td>4.27%</td>
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### Philosophy Lower Division

**Distribution of Undergraduate Enrollments by Faculty Type**

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<th>Faculty Type</th>
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<td>Humanities Division</td>
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<td>Senate Faculty 22.34%</td>
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<td></td>
<td>Unit 18 Lecturers 31.99%</td>
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<td>Academic Student Employees 46.67%</td>
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### Philosophy Upper Division

**Distribution of Undergraduate Enrollments by Faculty Type**

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<tbody>
<tr>
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<td>Humanities Division</td>
<td>All</td>
<td>Upper Division</td>
<td>Senate Faculty 75.92%</td>
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<td>Unit 18 Lecturers 17.66%</td>
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### Economics Lower Division

**Distribution of Undergraduate Enrollments by Faculty Type**

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### Economics Upper Division

**Distribution of Undergraduate Enrollments by Faculty Type**

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## Psychology Lower Division

### Distribution of Undergraduate Enrollments by Faculty Type

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### Distribution of Undergraduate Enrollments by Faculty Type

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<tr>
<td>Course Section</td>
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## Psychology Upper Division

### Distribution of Undergraduate Enrollments by Faculty Type

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<td>Course Section</td>
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<td>Faculty Type</td>
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### MCD Biology Lower Division

#### Distribution of Undergraduate Enrollments by Faculty Type

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<th>Course Type</th>
<th>Faculty Type</th>
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<td>2018-19</td>
<td>Physical and Bio Sciences Div</td>
<td>All</td>
<td>Lower Division</td>
<td>All</td>
<td>Senate Faculty</td>
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<table>
<thead>
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<th>Faculty Type</th>
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<tbody>
<tr>
<td></td>
<td>Senate Faculty</td>
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<tr>
<td></td>
<td>Unit 18 Lecturers</td>
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<tr>
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<td>Academic Student Employees</td>
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### MCD Biology Upper Division

#### Distribution of Undergraduate Enrollments by Faculty Type

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<th>Course Type</th>
<th>Faculty Type</th>
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<td>Senate Faculty</td>
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<td>All Other Faculty</td>
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</table>
Appendix M: Faculty Workload

Latest data is for 2017-2018

<table>
<thead>
<tr>
<th>Program</th>
<th>Major per Permanent Faculty FTE</th>
<th>Student FTE per Faculty Payroll FTE</th>
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</thead>
<tbody>
<tr>
<td>Art</td>
<td>24.2 (12.3)</td>
<td>25.0 (25.2)</td>
</tr>
<tr>
<td>Games &amp; Playable Media (Art General)</td>
<td>34.5 &amp; rising (12.3)</td>
<td>20.5 (25.2)</td>
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<tr>
<td>Computer Science</td>
<td>54.7 (25.8)</td>
<td>52.2 (37.2)</td>
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<tr>
<td>Economics (all majors)</td>
<td>39.6 (27.2)</td>
<td>37.5 (28.4)</td>
</tr>
<tr>
<td>Film &amp; Digital Media</td>
<td>17.3 (12.3)</td>
<td>23.6 (25.2)</td>
</tr>
<tr>
<td>MCD Biology</td>
<td>45.5 (17.5)</td>
<td>27.3 (28.5)</td>
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<tr>
<td>Philosophy</td>
<td>11.7 (9.8)</td>
<td>32.1 (16.0)</td>
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<tr>
<td>Psychology</td>
<td>42.9 (27.2)</td>
<td>36.6 (28.4)</td>
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<td>Sociology</td>
<td>30.9 (27.2)</td>
<td>33.8 (28.4)</td>
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<td>TIM</td>
<td>32.1 (25.8)</td>
<td>28.0 (37.2)</td>
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</table>

Numbers in parentheses are for the division as a whole
Appendix N: Trends in Major Demand
Computer Science Proposed

Major Demand Trends: Undergraduate 3-Quarter Average Major Headcount

Select Program

Computer Science

Major Type

Proposed

Major Level

All

EOP Status

All

Admit Type

Other/Unknown

Transfer

First-Time Freshman

Comparison Lines

AS/SCP

Division

Campus

Program 3qtr. avg. Major Count

0

200

400

600

800

1000

2010-11

2011-12

2012-13

2013-14

2014-15

2015-16

2016-17

2017-18

2018-19

Computer Science Declared

Major Demand Trends: Undergraduate 3-Quarter Average Major Headcount

Select Program

Computer Science

Major Type

Declared

Major Level

All

EOP Status

All

Admit Type

Other/Unknown

Transfer

First-Time Freshman

Comparison Lines

AS/SCP Division

Campus

Program 3qtr. avg. Major Count

0

200

400

600

800

1000

2000-10

2011-12

2012-13

2013-14

2014-15

2015-16

2016-17

2017-18

2018-19

128
Art Proposed

Major Demand Trends: Undergraduate 3-Quarter Average Major Headcount

Art Proposed

Art Declared

Major Demand Trends: Undergraduate 3-Quarter Average Major Headcount

Admit Type
- Other/Unknown
- Transfer
- First-Time Freshman

Comparison Lines
- Arts Division
- Campus
Games and Playable Media Proposed

Major Demand Trends: Undergraduate 3-Quarter Average Major Headcount

Select Program
Art & Des: Games & P M

Major Type
Proposed

Major Level
All

EOP Status
All

Game Type
Major Name

Games and Playable Media Declared

Major Demand Trends: Undergraduate 3-Quarter Average Major Headcount

Select Program
Art & Des: Games & P M

Major Type
Declared

Major Level
All

EOP Status
All

Admit Type

Other/Unknown
Transfer
First-Time Freshman

Comparison Lines

Arts Division
Campus
Film and Digital Media Proposed

Major Demand Trends: Undergraduate 3-Quarter Average Major Headcount

Select Program
Film and Digital Media

Major Type
Proposed

Major Level
All

EOP Status
All

Admit Type
- Other/Unknown
- Transfer
- First-Time Freshman

Comparison Lines
- Arts Division
- Campus

Film and Digital Media Declared

Major Demand Trends: Undergraduate 3-Quarter Average Major Headcount

Select Program
Film and Digital Media

Major Type
Declared

Major Level
All

EOP Status
All

Admit Type
- Other/Unknown
- Transfer
- First-Time Freshman

Comparison Lines
- Arts Division
- Campus
Business Management Economics Proposed

Major Demand Trends: Undergraduate 3-Quarter Average Major Headcount

<table>
<thead>
<tr>
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Business Management Economics Declared

Major Demand Trends: Undergraduate 3-Quarter Average Major Headcount

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Psychology Proposed

Major Demand Trends: Undergraduate 3-Quarter Average Major Headcount

Select Program: Psychology
Major Type: Proposed
Major Level: All
EOP Status: All

Admit Type
- Other/Unknown
- Transfer
- First-Time Freshman

Comparison Lines
- SS Division
- Campus

Psychology Declared

Major Demand Trends: Undergraduate 3-Quarter Average Major Headcount

Select Program: Psychology
Major Type: Declared
Major Level: All
EOP Status: All

Admit Type
- Other/Unknown
- Transfer
- First-Time Freshman

Comparison Lines
- SS Division
- Campus
Philosophy Proposed

Major Demand Trends: Undergraduate 3-Quarter Average Major Headcount

Philosophy Declared

Major Demand Trends: Undergraduate 3-Quarter Average Major Headcount
MCD Biology Proposed

Major Demand Trends: Undergraduate 3-Quarter Average Major Headcount

Select Program
Molec Cell & Devel Biol

Major Type
Proposed

Major Level
All

EOP Status
All

Admit Type
Other/Unknown
Transfer
First-Time Freshman

Comparison Lines
PBSCI Division
Campus

Program 3-qrtr. avg. Major Count

2003-04
2004-05
2005-06
2006-07
2007-08
2008-09
2009-10
2010-11
2011-12
2012-13
2013-14
2014-15
2015-16
2016-17
2017-18
2018-19

Campus/Division 3-qrtr. avg. Major Count

0K
1K
2K
5K
10K

MCD Biology Declared

Major Demand Trends: Undergraduate 3-Quarter Average Major Headcount

Select Program
Molec Cell & Devel Biol

Major Type
Declared

Major Level
All

EOP Status
All

Admit Type
Other/Unknown
Transfer
First-Time Freshman

Comparison Lines
PBSCI Division
Campus

Program 3-qrtr. avg. Major Count

2003-04
2004-05
2005-06
2006-07
2007-08
2008-09
2009-10
2010-11
2011-12
2012-13
2013-14
2014-15
2015-16
2016-17
2017-18
2018-19

Campus/Division 3-qrtr. avg. Major Count

0K
1K
2K
5K
10K
Sociology Proposed

Major Demand Trends: Undergraduate 3-Quarter Average Major Headcount

- Admit Type:
  - Other/Unknown
  - Transfer
  - First-Time Freshman

- Comparison Lines:
  - SS Division
  - Campus

---

Sociology Declared

Major Demand Trends: Undergraduate 3-Quarter Average Major Headcount

- Admit Type:
  - Other/Unknown
  - Transfer
  - First-Time Freshman

- Comparison Lines:
  - SS Division
  - Campus
Technology and Info Management Proposed

Major Demand Trends: Undergraduate 3-Quarter Average Major Headcount

Select Program: Technology & Info Mgmt
Major Type: Proposed
Major Level: All
EOP Status: All

Admit Type
- Other/Unknown
- Transfer
- First-Time Freshman

Comparison Lines
- BSOE Division
- Campus

Technology and Info Management Declared

Major Demand Trends: Undergraduate 3-Quarter Average Major Headcount

Select Program: Technology & Info Mgmt
Major Type: Declared
Major Level: All
EOP Status: All

Admit Type
- Other/Unknown
- Transfer
- First-Time Freshman

Comparison Lines
- BSOE Division
- Campus
Whereas the foundation of any research university is the creation and free exchange of knowledge, principles reflected in the tenure system and, in the University of California, through guarantees of academic freedom (APM 010); and

Whereas both APM 010 and the AAUP 1940 statement on academic freedom affirm that faculty have a basic right to teach our subjects as we see fit; and

Whereas such rights safeguard the ability to change the material and/or the sequence of activities in our courses in order to respond to emergent circumstances; and

Whereas in a social/cultural/political moment when discourse is highly fractured and fractious, it is increasingly challenging to create learning environments in which everyone can speak freely to discuss a wealth of subjects and to address a range of different perspectives; and

Whereas the February 7, 2020, Public Affairs communication titled “Unsanctioned strike by some graduate students” contains a “Notification of Class and Section Disruption” Google form accessible through the notify the campus hotlink; and

Whereas the Senate was not consulted in the creation of this reporting mechanism or notified regarding the subsequent duplication of the reporting mechanism in Canvas; and

Whereas a mechanism for reporting “class and section disruption” only exacerbates fractious and fractured rhetoric, creates campus and classroom climates that inhibit academic freedom, and ultimately undermines the core mission and values of the University of California and UCSC; and

Whereas the free exchange of knowledge—the very cornerstone of the university—is compromised when everyone in our community is encouraged to surveil and report on conversations occurring in the course of instruction; and

Resolved that the Senate advises the Chancellor and the Interim Executive Vice Chancellor to disable the links to the reporting form in university announcements and on Canvas, refuse to allow the use of any data collected through these mechanisms as grounds for disciplinary measures against any faculty or students, and destroy all copies of any data collected via the Google form or through Canvas; and be it further

Resolved that any future proposal to monitor the content or delivery of classes must go through the proper Senate channels.

Respectfully submitted,

Gail Hershatter