UNIVERSITY OF CALIFORNIA
UCMERCED

MEMORANDUM

TO: Members

FROM: Keith Alley, EVC/P

SUBJECT: Provost's Advisory Council on Enrollment Management

DATE: August 10, 2010

I am writing to ask you to serve on the Enrollment Management Committee. This committee will advise the EVC/Provost on ways to manage our enrollments. This advisory group will *implement a sustained, systematic, campus-wide process to manage our enrollments through an information-based plan that (1) matches School and Graduate Division goals with the campus mission and resources; (2) coordinates major enrollment activities across academic, student affairs and administrative units; (3) monitors progress; and (4) adjusts plans in light of evolving university, state and community needs and resources.*

The committee should take into account the fact that UC Merced exists in a global economy, in a volatile environment where technological, scientific and social changes require rapid responses to emerging needs, and in an economic climate where resources for higher education will be constrained for the foreseeable future. If we are to grow UC Merced in intentional ways that will allow us to maintain our diversity, increase quality and ensure that our graduate population is at the appropriate size, we need a committee that has the ability to help address these and other issues as we build this student-centered research university.

The committee is charged with monitoring current enrollment trends and recommending short- and long-term plans for future enrollment patterns. The Committee also will have a small steering committee selected by the Chairs, under the leadership of the Vice Chair that will guide the work of task groups in between formal meetings of the Committee.

Committee Charge:

1. Monitor current enrollment trends with regard to numbers of students, distribution across programs, diversity, California resident/non-resident status and match between student numbers and resources/capacity.

2. Recommend future undergraduate enrollment numbers in the context of UC Merced's goals, and develop plans to attract and retain students in fiscally-responsible enrollment patterns. Recommend program-specific enrollment goals for Schools that take into account their objectives and missions, community (state, regional and national) needs, resources and capacity, and future program development for their undergraduate programs; recommend implementation plans for these goals.

3. Recommend enrollment goals for Graduate Programs that take into account their objectives and missions for graduate student training and research, community and workforce (state, regional and national) needs, resources and capacity, and future program development. Identify and recommend needs for graduate student financial support (teaching assistantships, non-resident tuition waiver, fellowships), recruitment, space, retention and mentoring (programmatic and professional); recommend implementation plans for addressing these needs.

4. Recommend ways to maintain and enhance the overall diversity of the undergraduate and graduate student bodies as integral components of our enrollment.

5. Assess the opportunity and recommend plans to expand national and international enrollments.

6. Make recommendations to ensure that students (undergraduate and graduate) have timely access to the courses that they need to graduate and that University resources (faculty, classrooms, laboratories, and funding) are efficiently used.

7. Formally consult with the Academic Senate, School Faculties, Graduate Groups and Student Affairs and Administrative units as appropriate. Formally consult and coordinate relevant activities with the Senate-Administrative Council on Assessment.

It will be important that the Committee develop a work plan that coordinates its activities with other committees, administrative officers, and faculty committees that share responsibility for achieving the overall campus mission. It is especially important that the Committee serve as the coordinating body with all academic units and the standing committees of the UC Merced Divisional Senate.

The proposed membership roster for the Committee is attached. It will continue to evolve as some units appoint liaison members and as the Council determines that it needs to add representatives or individuals with specific expertise. I recommend giving the Council Chair authority to adjust membership of the Council as necessary to carry out its work.

I am hopeful that the Committee can be convened in September to establish a work plan for the year. The emerging commitment from the Office of the President to provide enrollment growth support for the campus provides some urgency to develop a plan around our longer-term enrollment objectives.

After the Committee is up and running, it should provide the EVC/Provost reports and make an annual report to the Deans & Directors Committee and to the Senate—with the opportunity to make more frequent reports as changing circumstances may require.

As we face the start of the 2010-2011 academic year, few assignments or responsibilities appear to us to have any greater importance than the ability to continue to expand both our undergraduate and graduate enrollments in a responsible and directed manner.

Thank you for your willingness to take on this important task.

C.: Steve Kang, Chancellor

Enrollment Management Committee

Membership list:

Jane Lawrence, VC Student Affairs, Co-Chair
Sam Traina, VC Research & Graduate Dean, Co-Chair
Kevin Browne, AVC –Enrollment Management, Vice Chair
School Deans or their designees,
Charles Nies, AVC – Student Life
Encaracion Ruiz, Director of Admissions
Kathy Jefferds, Director of Budget
Diana Ralls, Director of Financial Aid & Scholarships
Nancy Ochsner, Director, Institutional Planning and Analysis
Rebecca Sweeley, Director, International Affairs
Chair or member, UGC
Chair or member, CAPRA
Chair or member, GRC
Chair, Graduate Group