



Office of the Chancellor
140501

October 4, 1999

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Dear Colleagues:

At this time, I invite each of you to begin a process of faculty consultation and planning that will lead to a formal proposal for enrollment growth over the next ten years. Whether you propose expanding existing programs or adding new ones, your plan should benefit your school or division, be in keeping with UCLA's overall goals, and respond to the State's need for expanded access to UC. This request is a component of the campuswide planning process I described in my letter of September 30, 1999. Please share that letter, especially for the set of principles and conditions for enrollment growth articulated there, with your faculty and others who will be involved in this effort.

The document you develop should have the benefit of advice from your Faculty Executive Committee and should contain the following information:

1. Description of each programmatic option for growth, e.g., expanding undergraduate majors, adding a minor, increasing a professional masters program, or developing a new graduate program. Please keep in mind that the driving force behind this initiative is the need to accommodate increased numbers of undergraduates, and it is likely that graduate enrollments may not exceed one-quarter of our growth. Thus, options for undergraduate programs should be a central focus wherever possible. Because it may trigger ideas and because it indicates the kind of suggestions that others outside UCLA, and perhaps UC, are generating, I have attached a document entitled "Options

Campuses May Wish to Consider to Increase Access;" this was sent to us in an earlier letter from President Atkinson.

2. Discussion of how your school or division can utilize the summer period, including, if possible, the number of student FTE you would like to generate in summer versus the regular year (fall, winter, spring quarters). Please keep in mind that summer programs would be State-funded at the same marginal level as current programs. (I will soon appoint a task force to identify innovative forms of summer programming, and I will ensure that you are kept apprised of their thinking so that you may incorporate it into your plans.)
3. Your ideas for offering State-funded programs (a) in off-campus locations; (b) using new forms of information technology, including distance learning; or (c) on campus during off-peak hours, e.g., evenings or weekends.
4. A rough timeline for growth, indicating when proposed new programs might come on line.
5. Discussion of how each proposed program relates to your long-range academic plans, along with an indication of the relative priority for each element.
6. Discussion of a number of factors that will help to justify proposed growth in graduate programs: size, quality, and nature (e.g., foreign vs. domestic) of the applicant pool, your ability to support students (both financially and with required professional placements) and ensure timely progress to degree, and demand and placement opportunities for graduates, especially within California.
7. Discussion of the relationship between non-State-funded, alternatively scheduled degree programs (existing and planned) and other, State-funded proposals for growth you will be making as an outgrowth of this request.
8. Discussion of the space requirements that would result from increased students and faculty. This overlays an additional element of complexity on your planning and may suggest that you present alternative scenarios and timetables based on varying assumptions about the availability of space.
9. Expectations for resources, including faculty, TAs, and dollars, that would be needed to accommodate this growth. UCLA will receive resources at the rate of \$7,900.00 per student FTE (in today's dollars)—representing the marginal cost per student at a student/faculty ratio of 18.7:1 and including a component of funding that must be provided to central units such as the Library. Please recognize that for most campus units, funding at your current average level per student will not be possible.

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10. To assist us in planning for our institutional target of 4,000 new student FTE, please indicate your school or division's maximum, minimum, and optimal levels of enrollment growth.

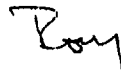
This request should not be interpreted as a mandate to propose options for growth. If growth is not in the best interests of your school or division, please respond by describing the thinking that led to that conclusion.

Although current UCOP planning assumptions place all new FTE within the General Campus, I believe we should plan on a campus-wide basis. The tentative growth plans that have been suggested by Nursing and Public Health have substantial merit, and we must consider such proposals in light of their effects on UCLA as a whole. Thus, the same form of planning should proceed within the Health Sciences. Should such growth be in our best interests and, arguably, in the best interests of the State, we will work to convince OP that certain Health Science growth should be allowed within the 4,000 FTE target.

The task before us is very challenging, and I want to encourage intra- and inter-unit collaboration and consultation. The Faculty Executive Committees of each school and the College will be essential partners. Alternatively scheduled, off-site, and new summer programs hold great promise for limiting the impact of this growth on the quality of our campus community, and Dean Robert Lapiner stands ready to work with you in conceptualizing and developing plans for such programs. I also want to encourage you to keep in touch with Associate Vice Chancellor Paula Lutomirski as your planning proceeds; she will be happy to assist you and bring you together with others who can help address your needs.

Please submit your proposals to me by March 1, 2000. I believe we can and must use this potential growth as an opportunity to improve UCLA, and I look forward to working with each of you toward this end.

Sincerely,



Wyatt R. Hume
Executive Vice Chancellor

Attachment

cc: Chancellor Albert Carnesale
Vice Chancellor Norman Abrams
Administrative Vice Chancellor Peter W. Blackman
Vice Chancellor Winston C. Doby
Dean Robert Lapiner

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Associate Vice Chancellor Paula N. Lutomirski
Vice Chancellor Claudia Mitchell-Kernan
Vice Chancellor Steve A. Olsen
Vice Chancellor C. Kumar Patel
Chair Donna L. Vredevoe
Chancellor's Enrollment Advisory Committee

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OPTIONS CAMPUSES MAY WISH TO CONSIDER TO INCREASE ACCESS

Time and Place/Throughput Options

Send students abroad

Send students to Washington, DC

Enroll more students during the regular year

Increase enrollment in the summer

- optional
- mandated

Establish off-campus centers

- graduate programs near worksites
- upper division programs on community college campuses

Teach more courses in the evenings and/or on Saturdays

Offer some completely on-line-self-paced courses

Fill Winter and Spring terms more completely by enrolling students in for-credit UNEX courses in the Fall

Take steps designed to expedite graduation

- charge higher fees for enrollment beyond 180 (or for Berkeley 120) units
- limit the total units allowed
- change drop dates to fill classes fully and encourage full courseloads
- reduce the number of double majors
- develop new approaches with for-credit UNEX course offerings throughout the year

Charge lower fees in Summer to provide an incentive for enrollment

Programmatic Options (primarily for expanding summer coursework)

Offer a full summer term of coursework just like the other three

Design summer programs targeting specific student populations (e.g., academic disciplines, remedial courses, honors, entering freshmen or transfers, departing seniors)

Offer intensive 5-week courses (e.g., in languages or laboratory equipment use)

Use the summer for an integrated, coordinated General Education program(s)/sophomore summer

Offer only a defined group of courses (e.g., only General Education courses)

Don't use any special definition (offer any course with no prerequisite)

Use the summer for internships, fieldwork, theses, research opportunities

Offer extra sections of impacted courses

Do more of what the campus now offers in the summer (but state-supported)

Offer on-line courses with some in-person classes

Create new forms of curricula that aren't time-bound