UCSB Academic Plan and Process

Gene Lucas, Executive Vice Chancellor
Academic Plan

- Call for 15 year FTE plans in Fall 2003
- 3 Scenarios:
  - No Growth (capped at 20,000)
  - 15% Growth (23,000 FWS)
  - 25% (25,000 FWS)
- Deans held meetings, retreats, advisory groups to help departments draft plans
- Deans integrated department plans into college/divisional plans
- EVC integrated deans’ plans into draft campus plan
- Draft Plan vetted
- Re-draft released and re-vetted
- Comments in process of being incorporated
Re-Drafted Academic Plan

- Planning horizon changed to 2025
  - aligned with UC

- Addition of Vision, Mission and Core Values Statement

- Managed Growth – requires commitment to raising resources commensurate with growth
  - Enrollment growth to 25,000 (FWS) plus off-campus and summer -- “1%/year”
  - Proposed Graduate Enrollment of 17%

- Faculty growth (250) and replacement (550) presents tremendous opportunity → Strategic planning elements for growth in excellence
Vision Statement

- Set new standards of excellence in learning, discovery, and engagement
- Foster a culture of creativity, collaboration, and innovation across the academic disciplines
- Honor our responsibilities as a global university
- Celebrate and enhance diversity
- Draw on the intellectual vitality of faculty, staff, and students
- Capitalize on unique educational and research opportunities offered by our natural setting
Enrollment History

<table>
<thead>
<tr>
<th>Year</th>
<th>Undergraduates</th>
<th>Graduates</th>
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<tbody>
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<td>1944-45</td>
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<td>1954-55</td>
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Faculty

Graduate Students

Undergraduate Students

Fellowship

GSR

TA
Graduate Growth

- Proposed to grow graduate students from 13% to 17% by 2025
Academic Planning

- **Balanced Commitments and Selective Investments**
  - **Balance** providing students with access to core knowledge and fostering evolution of new ideas and areas
  - **Selective Investments** a demonstrated successful strategy for UCSB
  - Building on **Interdisciplinary strength** a competitive edge
Successful Strategies

- Focused excellence
- Persistent commitment
- Hiring the best
- Collegiality
- Leveraging resources on campus
- Institutional reward
Building on Interdisciplinarity

- Competitive edge for UCSB

- Divisional Themes
  - Science and engineering: nanotechnology, brain/mind studies, energy, biotechnology
  - Humanities and Social Sciences: visual studies, languages and literacies, Medieval studies, new race studies, culture

- Campus themes
  - environment, global/international, digital studies, academy and society
Criteria to Evaluate Investment

- **quality** of the activity (actual or realistically achievable)

- **coherence** or centrality of the activity with both the mission and the other activities of UCSB

- **comparative advantage** (this should be gauged with respect to the elite schools with which we continually compare ourselves)

- **demand** for our graduates and majors from employers and demand for disciplines from our students

- **effectiveness** in our ability to deliver

- **leverage** (for example, in positive effects on the state and local community) that will result from these investments.
Next Steps

- Incorporate comments into “working plan”

- Generate informational literature on academic plan to:
  - Guide LRDP process
  - Guide remaining capital campaign process
  - Inform campus and community

- Incorporate Academic Plan into LRDP