

September 13, 2018

**RE: Campus Report on Scenarios for Future UC Degree Growth at UCR**

This spring, President Napolitano asked each campus to develop a report on Strategies to Support Degree Production, the premise being that there are mechanisms for increasing the number of Californians with degrees, beyond simply adding students. These include: decreasing time-to-degree, increasing retention and graduation rates, and incorporating more on-line and non-traditional instructional modes. Attached is UCR's report. You will see that our response reflects all of these approaches and importantly, it also identifies the resources needed to effect the plan. This report, along with those from the other undergraduate campuses, will help to inform future decisions within the University.

This report is one of several planning processes taking place across the UC system, as well as here on campus. Last year, along with the other campuses we submitted to the President's Office a Framework for Growth and Support that attempted to project enrollment growth through the year 2040 as a means of informing longer term conversations with the legislature and the Board of Regents. This coming year, we will begin the revision of our campus Long Range Development Plan (LRDP). The new LRDP also will attempt to describe UCR out to the year 2040, including everything from total enrollment, to our use of precious resources, to our relationships with our neighbors.

Please contact me at [provost@ucr.edu](mailto:provost@ucr.edu) if you have questions or wish to provide input. There will also be opportunities to provide input into these issues and other important aspects of UCR's future as we enter into campus-wide strategic planning in 2019.

Sincerely,

A handwritten signature in black ink that reads "Cynthia Larive".

Cynthia K. Larive, Ph.D.  
Provost and Executive Vice Chancellor

## Scenarios for Future UC Degree Growth UC Riverside (UCR)

The [Public Policy Institute of California](#) (PPIC) suggests that California will require about 1.1 million more college graduates by 2030 to meet economic demand, and that the University of California, in particular, would need to provide approximately 250,000 more degrees.

UCR is uniquely poised to support the state of California’s demand for more college degrees. UCR’s recent growth, available land, and strong community support, combined with our highly diverse student population, demonstrate our campus and our region’s capacity to meet the state’s call for greater access to higher education and upward socio-economic mobility.

To help satisfy public demand for increased UC enrollments and degree production, UCR would continue its trajectory for increasing both undergraduate and graduate student enrollments, and continue improvements in graduation rates. Increased degree production would require additional operating and capital resources to support our heavily first-generation, extraordinarily diverse, and low-income student population; and to ensure that UCR achieves and maintains a high level of educational quality, within the context of a robust and growing research enterprise.

A combined strategy of modest year-over-year enrollment growth and improved graduation rates would increase the cumulative number of net new UCR degrees by approximately **20,000 degrees by 2029-30**. Provided necessary and sufficient funding and support, UCR could plausibly confer 2,550 more degrees in academic year 2029-30, over and above the number awarded in academic year 2016-17.

**Table: Summary of UCR Degree Growth**

	<b>2016-17 Degrees Awarded</b>	<b>2029-30 Degrees Awarded (Estimates)</b>	<b>Net Increase in Degrees Awarded (Estimates)</b>
Bachelor	4,480	6,662	2,182
Master’s	680	884	204
Professional	40	70	30
Doctoral	268	402	134
<b>TOTAL</b>	<b>5,468</b>	<b>8,018</b>	<b>2,550</b>

### **Improving Throughput and Four-Year Graduation Rates**

The four-year graduation rate for the recent fall 2013 cohort is 56.0%, which represents an increase of 15 percentage points since the fall 2007 cohort (41.0%). As importantly, UCR has achieved near-parity in these rates across racial/ethnic and socio-economic groups, and holds the distinction of graduating more Pell students per year than any other public, non-profit university in the nation. For these efforts, UCR has been recognized by the Association of Public Land-Grant Universities (APLU) and the Education Trust.

Through a portfolio of additional student success initiatives, pedagogical innovations, and operational efficiencies, UCR hopes to further improve our four-year graduation rate to 70.0% (or 14 percentage points) by the year 2029-30. These efforts will include supporting faculty to

offer more hybrid and online courses and programs (both for undergraduate and professional masters students, subject to the assessment and approval of the Academic Senate), as well as exploring unconventional class schedules during off-peak hours (early morning and late evenings), weekends, and summer. Additionally, UCR will continue to leverage our work with the University Innovation Alliance – a coalition of public research universities committed to increasing the number and diversity of college graduates in the United States – to pilot new student success initiatives, such as predictive analytics, proactive advising, financial aid interventions, and career preparation. UCR will develop other creative measures to improve throughput and graduation rates, such as new courses and degree on-ramps through University Extension and local community colleges; partnerships with school districts to help students complete A-G requirements and AP-level courses in Inland Southern California (where demand for a more college-educated workforce is especially acute); develop pathways for students to graduate in three years (e.g., via summer sessions and hybrid/online options); as well as off-campus programs, such as study abroad and academic internships.

Improvements in throughput and graduation rates would account for 18% of our projected degree growth by 2029-30.

### **Enrollment Growth**

Even with UCR's nationally-recognized and continuing improvements in graduation rates, the area for greatest potential for increasing degree production is through enrollment growth. Over the past decade, UCR's total student population has grown by more than 35%, from 17,187 to 23,278 total students (fall 2007 to fall 2017). The academic credentials for our incoming freshmen have also improved, in terms of steadily rising SAT scores and high school GPAs, while maintaining the diversity of our student population. For fall 2018 undergraduate admissions, UCR admitted the highest number of African American students and second-highest number of underrepresented minorities in the UC system. For the decade ahead, we anticipate sustained growth in student admissions across all racial/ethnic and income categories, and particularly among California transfer students (enabling UCR to achieve a 2:1 freshmen-transfer ratio by 2020-21).

We further expect to grow our graduate student population as a core component of our performance and identity as a research university. These additional graduate students will work alongside faculty on research and creative activities, as well as provide TA support for undergraduate courses serving a growing undergraduate student population. Expansion of graduate enrollment will not only increase UCR's degree production, but also will prepare our graduate students to become the next generation of researchers, scholars, and professionals.

With significant investment in our overtaxed existing infrastructure (both capital and operating), we can support moderate student enrollment growth through 2029-30 (i.e., average of 2% enrollment growth, year-over-year) and ensure that student enrollment keeps pace with our capacity to provide a high-quality UC educational experience. Assuming this level of support is met, we expect this growth trajectory to yield a total student enrollment of approximately 29,000 students in fall 2029, representing a 25% increase over a 12-year period (fall 2017 to fall 2029).

Increasing enrollment would account for 82% of our projected degree growth by 2029-30, under this moderate growth scenario.

However, given the land available to the campus and our supportive community, enrollment growth at higher levels (3-4%) could be feasible with additional investments in capital and operating funds. Indeed, a steeper growth trajectory and larger capital investments would help UCR to eventually reach the average enrollment of AAU public universities (about 39,000 students), while relieving intensifying pressure on the UC system to admit, educate, and graduate ever-increasing numbers of California students.

### **Resources Required to Increase UCR Degree Growth**

If UCR plans to grow enrollment to about 29,000 students by 2029-30 (or ~6,000 net additional students), a range of operational and capital investments will need to be considered.

First, staff and faculty will need to be hired for UCR to first achieve and then maintain appropriate student-staff and student-faculty ratios. We would need to hire approximately 1,750 additional staff and 175 additional faculty members (merely to achieve system-wide averages), plus fund associated operating costs to run the university<sup>1</sup>.

Second, UCR would need to secure funding for new classroom and teaching laboratories, deferred maintenance on existing facilities, and research facilities for the growing number of faculty and students (approximately \$1 billion in non-recurring funds, over the next ten years). These funds would be beyond UCR's successes during the past five years in identifying one-time funds to provide affordable student housing in the Dundee Residence Hall and North District (public-private partnerships), Student Success Center (state support), and Multidisciplinary Research Building 1 (indirect cost recovery).

If UCR were to shift to a higher enrollment growth trajectory (i.e., 3-4% per year), the costs would be higher, in terms of faculty and staff positions, as well as capital and deferred maintenance costs.

In order to fund the additional faculty and staff as well as the other operational and capital needs, there are several options that could be considered. These include modest and predictable tuition increases over the next decade; re-allocation of state appropriations to incentivize increasing degree production, as well as enrollment of first-generation, Pell, and underrepresented minority students (UCR currently receives \$7,445 per student, compared to the UC average of \$10,000 per student); a state general obligation bond to fund capital and deferred maintenance projects that will directly support increased enrollment and degree production; and increasing non-resident tuition revenue, extramural funding, and philanthropic support. In addition, the assumption is that the state would continue to provide adequate funding for fixed costs increases, e.g., expected increases for salaries and benefits.

<sup>1</sup>6000 net additional students in 2029-30 x (\$8,000 net tuition + \$10,000 UC-average state support) = \$108M, toward the projected operating increases of approximately \$220M.

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