

ENROLLMENT PLAN: 2008 – 2021

UNIVERSITY OF CALIFORNIA, RIVERSIDE

The University of California, Riverside engaged in an extensive planning process to develop an enrollment plan through 2021. As part of the process, the campus leadership took into consideration both UCR's history and its future. In the 10-year period from 1994-95 to 2003-04, enrollment nearly doubled, reaching 16,500 students. During the past four years, enrollment has leveled off as the result of a conscious decision to slow recruitment, allowing the campus' infrastructure to catch up with its rapid growth. Now, however, UCR is poised to begin growing again, although at a more measured rate. At the same time, the campus plans to change the balance between its undergraduate and graduate student populations to become a full spectrum research university. As the only research university in Inland Southern California, UCR has an obligation to provide a quality undergraduate education as well as graduate and professional programs that respond to regional needs. UCR's vision is to be the research university that demonstrates that research excellence, diversity, and student success go hand in hand.

Between now and 2021, UCR plans to increase its general campus undergraduate population by less than 2 percent per year, to a total of 17,300 fall-winter-spring student FTE. This represents an overall increase of 27 percent. A more aggressive projection has been made for graduate students (including general campus and self-supporting programs), at an average annual growth rate of more than 7 percent, or 140 percent between now and 2021. With the addition of UCR's health science programs, UCR projects reaching 6,175 graduate students by that date. This will create a more appropriate mix of graduate and undergraduate students, with about 25 percent of the student population at the graduate level. As described below, this will occur through a combination of new graduate and professional programs and expansion of existing programs.

The campus overall will grow from 16,950 student FTE in 2007-08 to a projected 25,000 student FTE in 2020-21, an increase of nearly 48 percent. Following are descriptions of how we expect to grow our graduate, professional, and undergraduate enrollments, as well as implications for student diversity.

New Graduate and Professional Programs

School of Medicine – One of the ways in which UCR can play a role in creating a knowledge-based economy for Inland Southern California is to develop new graduate and professional programs that respond to regional needs. Such a strategy is in keeping with UCR's robust and longstanding land grant tradition. The proposed UCR School of Medicine, for example, has as a major part of its mission improving health care in this medically underserved part of the state. The medical school also aims to increase the diversity of the physician workforce to serve Inland Southern California's diverse demographics. Projected to open in 2012, the school will have 400 medical students and a projected 160 Ph.D. students at maturity. Once the UCR medical school is underway, the campus will explore establishing additional programs in nursing, public health, and possibly veterinary medicine. While regional and state interests will be paramount in determining the appropriate programs for the campus to undertake, these programs, like the medical school, are expected to serve as models for the nation.

School of Public Policy – UCR is also developing a new School of Public Policy that will address regional, state, and national needs, including immigration, land use/environment, cultural issues, and health policy. Approved by the UCR Division of the Academic Senate in November 2007, the school will offer both Masters and Doctorates in public policy, as well as an Executive Master’s degree. These programs are expected to add 170 graduate students by 2021.

School of Communications – In the initial phases of discussion is a new UCR School of Communications. Such a school would combine existing strengths in creative writing, film and visual culture, and comparative literature to create a unique niche within the UC system. Because we are still in the early phases of planning, the projected enrollment for the school is included under “graduate academic enrollments to be distributed.” The Communications School will also have an undergraduate component.

Master’s Programs – Between now and 2021, UCR’s ratio of Master’s to Ph.D. students is expected to increase. In recent years, the campus has offered few terminal Master’s programs, especially in the sciences and engineering. Across a variety of disciplines, demand for such programs has increased. To meet this anticipated need, UCR is planning new Master’s programs in civil engineering, material sciences and engineering, construction management, financial mathematics, global and environmental change, and horticulture. Additional Master’s programs are being planned in accounting, supply chain management, and Southeast Asian studies. The Inland Southern California region has significant needs related to education, so new Master’s programs are also being developed in special education, reading, higher education, CalTeach, and other fields that respond to state and regional interests. Altogether, these new Master’s programs are expected to attract approximately 500 additional graduate students by 2021.

3+2 Programs – Another strategy designed to appeal to students is the advent of dual Bachelor’s-Master’s degrees, or 3+2 programs. Highly qualified students will complete the majority of the requirements toward their Bachelor’s degree, then move directly into a Master’s program. Such accelerated programs are being developed in engineering, microbiology, health sciences, and bioinformatics. These are expected to increase both the number of graduate students and, because of UCR’s large percentage of underrepresented minorities among our undergraduate students, the diversity of our graduate student population. Approximately 125 students are expected to participate in the new 3+2 programs by 2021.

Business-Related Programs – Business continues to be UCR’s most popular undergraduate major, and with a recent reorganization of the program, we believe we can create a stronger pipeline for them to become graduate students in business-related fields. Proposed new programs include a Doctoral program in management, as well as executive and fully employed MBA programs. Some of these students will be located at UCR’s Palm Desert Graduate Center.

Doctoral Programs – Other new Doctoral programs that will get underway in the next few years include music, ethnic studies, English children’s literature, history of art, linguistics, ecosystems science, civil engineering, and education. Master’s/Ph.D. programs are being developed in women’s studies and astrophysics. Finally, a joint Ph.D. program is being developed with San Diego State University in evolutionary biology. This is one just one avenue UCR is exploring in order to increase the pipeline from the CSU system into our Doctoral programs.

Existing Programs – As for existing graduate programs, those related to engineering and computer science are expected to experience especially strong growth. The life sciences, especially the health-related disciplines, are likewise projected to grow substantially. The physical sciences, mathematics, humanities, arts, and social sciences are expected to grow, but at a more modest pace.

Resource Issues – To achieve the goals enumerated above, the campus must devote considerable energies to generating resources to offer competitive support packages for our graduate students. We recognize that our success depends on our ability to increase scholarships, fellowships, and faculty-generated extramural support. In addition, we are developing strategies to deal with the issue of non-resident tuition.

Self-Funded Programs – The Anderson Graduate School of Management is planning to establish self-funded MBA programs. These, in conjunction with the enrollments in the already established, self-funded program in the College of Humanities, Arts, and Social Sciences, will bring an additional 474 graduate students.

Undergraduate Enrollment

The greatest opportunity for growth in UCR's undergraduate enrollment is to increase UC eligibility in our two-county area, from which we draw 33 percent of our students. Over the next eight years, high school graduates in Riverside County are projected to increase by 23 percent; San Bernardino County by 7 percent. Historically, however, only 5.5 percent of high school graduates in this Inland Empire region is UC eligible. We have an opportunity to change that, and are endeavoring to do so. The campus is undertaking an initiative with K-12, community colleges, community and business leaders, and elected officials in an effort to increase the college-going rate of students in our area. Over time, these efforts are expected to pay off with a higher take rate for UCR in the Inland Empire. This will be necessary to offset expected declines in high school graduation rates in other counties within our catchment area.

UCR does not anticipate significant shifts in the discipline mix of the undergraduate student population. We will have undergraduate majors in some of our new fields of study, notably public policy, communications, and civil engineering. The medical school is also expected to attract more undergraduates into the life and health sciences.

As part of our ongoing recruitment strategy, the campus intends to place additional emphasis on reaching high-achieving students. We have launched a major development effort toward increasing scholarships, both for academically gifted students and for those with financial or other special needs. Our recently launched Student Success initiative is a top campus priority. As these programs are implemented, it is anticipated that continuation rates, graduation rates, and time to degree will gradually improve, thus having some impact on undergraduate enrollment.

Diversity

Undergraduate – *U.S. News and World Report* ranks UCR third in the nation among public research universities for its diverse undergraduate population. As of fall 2007, 34 percent of our

undergraduate students are underrepresented minorities. With 26 percent of our students Hispanic/Latino, UCR attained eligibility to become a Hispanic Serving Institution in April of this year. We are submitting a grant application to obtain this designation. Previously, the campus was recognized by the Education Trust because graduation rates are the same for students across all ethnicities.

While proud of this recognition, the campus is committed to continuing its efforts to recruit and retain a diverse undergraduate population. We are expanding upon our highly successful bridge program, FastStart, and the equally successful pipeline for students interested in health-related fields, the Medical Scholars Program. Further, the campus is devoting additional energies to creating a welcoming campus climate and, importantly, to turning a scholarly spotlight on these efforts by incorporating issues of diversity and climate into our research agenda.

Graduate – At the graduate level, work remains to be done. A two-part effort is being spearheaded by the Graduate Division: (1) to increase the recruitment of underrepresented minority students and (2) to increase the success rate of these students. The Graduate Division recently appointed a new associate dean whose primary focus is on increasing diversity among our graduate students. She is placing a special emphasis on the sciences and engineering, which have concerns related to both gender equity and racial and ethnic diversity. In late November, UCR held a well-attended diversity summit focused on graduate students. A number of strategies were generated from this conference; an implementation plan is now being developed.

As indicated above, UCR is attempting to use our own diverse undergraduate student body as a pipeline to our graduate and professional programs. For financial or family reasons, many of our students are restricted to attending graduate school close to home, and we need to do more to reach these individuals. For both undergraduate and graduate students, we hope to increase diversity by attracting more underrepresented minorities to our faculty ranks, who in turn will serve as role models for these students.

Conclusion

We believe the goals set forth in this enrollment plan are within reach. They are also consistent with the campus' Long Range Development Plan. UCR has proven itself in recent years as “the one to watch” – the byword of our highly successful new marketing campaign. The campus enjoys unprecedented community support and a renewed enthusiasm among our faculty. We are confident that, with the support of Office of the President, we will be successful in achieving our goals.