

To: Kimberly Lau, Academic Senate Chair, Donald Smith, Graduate Council Chair

From: Cynthia Larive, Chancellor

RE: Joint Working Group on Support for Graduate Education

CC: Mathew Mednick, Bruce Schumm, Lori Kletzer, Quentin Williams

Dear Kim and Donald,

I write in response to your February 5<sup>th</sup> post-consultation memo to follow up on the discussion the iCP/EVC and I had with Graduate Council on January 16. Per the discussion at our January meeting, and as reiterated in your most recent memo, Lori and I agree that a joint administration-Senate working group is urgently needed to understand the ways that campus revenues related to graduate and undergraduate student tuition and state funding that are provided on a per-student basis are currently used to support graduate education through teaching assistantships, fellowships and other mechanisms. Though cross-subsidies are common in higher education, it is best when they are addressed in a transparent way and understood in the context of our institutional values and strategic priorities. I also agree with you that the campus must assess the carrying capacity at the Division and department/program level for doctoral and MFA students, as well as the interest and capacity of faculty in those programs to serve as graduate student advisors and mentors.

To this end, I write to request the support of the Academic Senate in participating in this working group as outlined in your post-consultation response. Given the need for timely engagement, I feel that a small working group would be most effective, and recommend that the working group be convened by the Acting VP/Dean of Graduate Studies and a Graduate Council leader, such as the chair or vice chair. I ask the Senate to identify 3-4 additional members of the working group from the Graduate Council and the Committee on Planning and Budget, to be identified by the Senate. I would also request the participation of the Vice-Provost and Dean of Undergraduate Education, Richard Hughey and Assistant Dean of the Graduate Division, Jim Moore to represent the administration in this group, along with a member of the Office of Budget and Resource Management. To be effective, it will be best to keep this group to a manageable size so that they can effectively address the items in the working group charge.

**Charge:** As part of our campus efforts to develop a strategic, realistic and actionable plan to enhance graduate student welfare and strengthen graduate programs, the Joint Working Group on Support for Graduate Education is charged with assessing the totality of the revenues related to the graduate enterprise and the ways those revenues are currently used. Specifically, this analysis should include:

- A revenue analysis of the graduate enterprise relative to the various expenditures on the enterprise focusing on
  - Current Graduate Division block funding allocations and the ways they are used by programs
  - Number and distribution of teaching assistantships and graduate student instructors, particularly in relationship to the undergraduate and graduate student enrollments of the program
  - Number and distribution of research assistants and external fellowships (e.g. T32, GAANN, philanthropy)
- Assessment of the short-term impacts of the 5-year funding guarantees for doctoral students (2-year for MFAs) on graduate programs and the institution, and possible strategies for navigating the transition period as programs adapt
- Goals and the carrying capacity of Divisions and individual PhD and MFA graduate programs

- Potential of alternative funding streams including cross-subsidies from MS/MA programs, including professional, self-supporting and 4+1 programs, and the potential role of research development and prospective Center- or graduate block grant funding.

In addition, I ask that the working group build on the information and insights gained from this analysis to provide recommendations about near and longer-term ways to stabilize and/or enhance the graduate enterprise across disciplines on campus.