UNIVERSITY OF CALIFORNIA

BERKELEY • DAVIS • IRVINE • LOS ANGELES • MERCED • RIVERSIDE
SAN DIEGO • SAN FRANCISCO • SANTA BARBARA • SANTA CRUZ

NOTICE OF MEETING
TELECONFERENCE OF THE ASSEMBLY OF THE ACADEMIC SENATE

Wednesday, April 16, 2014
10:00 am - 12:00 pm

To participate in the teleconference, contact your divisional Senate office for the location of a central meeting place. If you are off-campus, you may call 1-866-740-1260 and key in access code 9870162#

I. Roll Call

2013-14 Assembly Roll Call April 16, 2014

President of the University:
Janet Napolitano

Academic Council Members:
William Jacob, Chair
Mary Gilly, Vice Chair
Elizabeth Deakin, Chair, UCB
Bruno Nachtergaele, Chair, UCD
Peter Krapp, Chair, UCI
Janice Reiff, Chair, UCLA
Ignacio Lopez-Calvo, Chair, UCM
Jose Wudka, Chair, UCR
Kit Pogliano, Chair, UCSD
Farid Chehab, Chair, UCSF
Kum-Kum Bhavnani, Chair, UCSB
Joseph Konopelski, Chair, UCSC
George Johnson, Chair, BOARS
Donald Mastronarde, Chair, CCGA
Emily Roxworthy, Chair, UCAAD
Harry Green, Chair, UCAP
Timothy Labor, Chair, UCEP
J. Daniel Hare, Chair, UCFW
Robert Clare, Chair, UCORP
Donald Senear, Chair, UCPB

Berkeley (5)
Lowell Dittmer
Robin Einhorn
Leslea Hlusko
Nicholas Mills
Kristofer Pister

Davis (6)
Angie Chabram-Dernersesian
Gino Cortopassi
Richard Grotjahn
John Oakley
Ahmet Palazoglu
Jeffrey Williams

Irvine (4)
Olivier Civelli
John Lowengrub
Darryl Taylor
Craig Walsh
Elliott Currie

Los Angeles (8)
Hanna Mikkola
Jennifer Krull
Purnima Mankekar
Frank Petrigliano
Ninez Ponce
E. Richard Stiehm
Christopher Tilly

Merced (1)
Paul Maglio

Riverside (2)
Bahram Mobasher
Ilhem Messaoudi Powers

San Diego (5)
Eduardo Macagano
Susan Narucki
Margaret Schoeninger
Jan Talbot
Steven Wasserman

San Francisco (4)
Jacque Duncan
Catherine Waters (alt for Elyse Foster)
Robert Nissenson
Russell Pieper

Santa Barbara (3)
William Davies King
B.S. Manjunath
Daniel Montello

Santa Cruz (2)
Donald Brenneis
Joel Ferguson

Secretary/Parliamentarian
George J. Mattey

MEETING OF THE ASSEMBLY OF THE ACADEMIC SENATE

February 12, 2014
MINUTES OF MEETING

I. ROLL CALL OF MEMBERS

Pursuant to the call, the Assembly of the Academic Senate met on Wednesday, February 12, 2014. Academic Senate Chair William Jacob presided and called the meeting to order at 10:00 am. Senate Director Martha Winnacker called the roll of Assembly members and confirmed a quorum. Attendance is listed in Appendix A of these minutes.

II. MINUTES

ACTION: The Assembly approved the minutes of the June 12, 2013 meeting as noticed.

III. ANNOUNCEMENTS BY THE CHAIR

- *William Jacob*

Chair Jacob introduced UC Davis Professor George Mattey, the Assembly's new parliamentarian, and summarized the agenda for the meeting, which was called in part to give Assembly members an opportunity to engage with the new UC President, Janet Napolitano, on issues facing the university.

Board of Regents Meetings: Chair Jacob and Provost Dorr's joint presentation on doctoral education to the Board of Regents in November 2013 highlighted financial issues that impair UC's ability to compete with other universities for the best graduate students in the world. At the January 2014 Regents meeting, Provost Dorr discussed UC's online education efforts, including the courses faculty are developing through the Innovative Learning Technology Initiative and the development of a pilot system to facilitate cross-campus enrollment in online courses. President Napolitano and the heads of the California State University and California Community Colleges also made a joint presentation at that meeting about the need to strengthen the Master Plan for Higher Education, in which they outlined plans to work together on initiatives of common interest to the higher education segments.

Capital Outlay Letter: The Academic Council recently endorsed a memo from the UC Committee on Planning and Budget outlining principles to guide the allocation of state general funds for capital projects under the new capital outlay process approved in the 2013-14 state budget.

Self-Supporting Graduate Professional Degree Programs: Following a systemwide Senate review, the Academic Council sent the Provost a letter summarizing the faculty's views and concerns about a proposed revision to the policy on Self-Supporting Graduate Professional Degree Programs.

UC Path and Composite Benefit Rates: The Senate is concerned about rising costs associated with UC Path, a new systemwide payroll system that will modernize and replace aging campus systems, and about plans for a composite benefit rate (CBR) system to align with UC Path. The Senate is concerned that the CBR models under consideration will treat some faculty unfairly; in particular, faculty on summer salary whose grants would be charged additional costs for health benefits not received. Chair Jacob's position, shared by many faculty, is that no research grant should be charged for benefits that do not accrue to the salary component funded by the grant.

UCOP Stakeholder Survey: The President has announced an efficiency review of the Office of the President and is surveying campus stakeholders about the extent to which various UCOP functions and services add value for the campuses.

Open Access Policy: The open access policy approved by the Senate in July 2013 is in effect on a pilot basis at UCI, UCLA, and UCSF. The Academic Planning Council is developing a "presidential policy" for open access that will extend the provisions of the policy, which currently apply only to tenure-track faculty and their publications, to all faculty, postdocs, and students.

Campus Climate Survey: The results of the systemwide UC Campus Climate Survey will be released at the March Regents meeting. A central UCOP website will compile survey results for each campus, and campus-specific data will be available locally.

UC Care: The Academic Council has expressed concern about a lack of consultation with the Senate in the development of UC Care, a new self-funded medical insurance program for UC employees. The Council also highlighted the expertise of faculty on the UCFW Health Care Task Force (HCTF) in health care policy and delivery systems, and urged the President to ensure close consultation with UCFW and the HCTF in the evaluation of UC Care and other benefit options.

IV. ANNOUNCEMENTS BY THE PROVOST

- *Aimée Dorr*

Online Education: The Provost's Office is working with the Senate to advance UC's systemwide online education activities. The Innovative Learning Technology Initiative (ILTI) is UC's plan to use $10 million in state funding the Governor asked UC to set aside to promote online learning technologies. UCOP has issued two RFPs to faculty for the development of online or hybrid courses for ILTI, and has so far approved a total of 27 courses, including submissions from every campus. ILTI is also developing a "communications hub" to facilitate and streamline student registration in systemwide online courses. 20 courses are now available to UC students at all campuses through the hub. To receive ILTI resources, the department/campus proposing to host the course will be expected to offer it multiple times over several academic years and to make it available to students at other UC campuses. Campuses are encouraged to identify ILTI courses hosted at other campuses that can meet general education or major requirements, but it will remain up to faculty on individual campuses to decide how to use a course. The Provost wants to merge the activities of ILTI and UCOE into a single organization and is considering which activities should be based centrally and which should be based on campuses.

Campus Climate Survey: The results of the Climate Surveys conducted at 13 UC locations will be presented at the March Regents meeting. A systemwide report aggregating the results will be available on the UCOP website, along with links to campus reports, which will include the full findings, as well as a statement from each chancellor identifying a process for additional analysis of the issues identified and an implementation plan to address the problems.

Performance Indicators: After Provost Dorr's May 2013 presentation to the Regents about faculty workload and student graduation outcomes, the Governor requested more information about the factors associated with bachelor degree completion rates and time-to-degree. UCOP is analyzing data and surveying campuses about strategies that are making a difference. UC has found that the vast majority of students graduate in four years; students who graduate in four years are more likely to enroll in 15 units per quarter; and students who attended low performing high schools or are the first in their family to attend college are more likely to take longer than four years to graduate.

Questions and Comments:

Q. How does the Governor's vision of online education align with or differ from what UC is doing?
A: Both UC and the Governor are interested in learning more about what is and what is not effective in advancing student learning and time-to-degree outcomes.

Q. Is there a timeline for making the online pilot project more broadly available to faculty?
A: UCOP will continue the RFP process this fall. Faculty who want to offer their course to students at more than one UC campus can apply. UCOP will use the ILTI funding to pay for any additional costs incurred by the host campus related to offering the course to non-host campus students.

Q. Will UCOP edit the individual campus climate survey results?
A: UCOP will not edit or alter the campus reports or executive summaries. Campuses will be free to frame the reports as they choose on their websites.

Q. On paper, you appear to be the President's only academic advisor. If so, does it concern you?
A: Although most administrative areas of the university considered "academic" report to me, the vice presidents who report to the president are also deeply engaged in academic issues. Some senior leaders have academic credentials and most have campus experience. It is more important that they are willing and able to consider and incorporate academic concerns into their discussions and decisions. Part of my job is to push them to do that, to ensure that decisions made by the administrative apparatus are orchestrated to benefit the academic enterprise and the university's educational goals.

V. ANNOUNCEMENTS BY THE PRESIDENT

- *Janet Napolitano, President*
- *Patrick Lenz, Vice President for Budget and Capital Resources*

President Napolitano: It is a great honor to meet with the Assembly as I embark on my fourth month as President of the University of California, the nation's premier public research institution, an embodiment of freedom of expression, tolerance, diversity, and excellence. One of my biggest learning experiences has been our shared governance system and the faculty's role in

the primacy of the academic and research missions of the university. We share common interests, issues, and goals that we must work together to address. I have had the opportunity to meet with the Academic Council several times as well as with faculty on my initial campus tours, which wrap-up tomorrow at Berkeley. I started my tour at UC Merced, the newest UC campus, to send a strong message about its importance to the overall UC mission.

I have announced several initiatives intended to enhance the university's mission. First, I want a more rational and predictable tuition policy that reduces pricing volatility during a student's tenure. We will be modeling a variety of scenarios and their implications as we develop preliminary recommendations for the Regents later this year. We have also identified one-time monies in an over-reserve that we intend to direct toward enhancing support for graduate students, the president's postdoctoral fellowship program, and undocumented students. Another initiative relates to technology transfer—how to enhance the transition of UC research and UC developed technologies to the market. I have also charged a Transfer Action Team with developing recommendations for simplifying and clarifying the transfer path and for expanding UC's reach into a broader range of community colleges. In addition, I want to UC to achieve carbon neutrality by 2025 and believe UC can help develop the environmental technologies to make that possible. Finally, I want UC to do more for student veterans, and I want to build new connections and partnerships between UC and Mexico. To help achieve these initiatives, I have announced a cap on UCOP staffing, a 10% reduction in UCOP travel, and other efficiency measures to ensure that UCOP is run as efficiently as possible, adds value to the overall system, and has staffing that directly supports the faculty and students.

The President serves as a kind of CEO for the UC system, but the university is really the faculty and students. I see my job as one that ensures the system facilitates the work of the faculty, the teaching mission of the university and the research needs of the university and the state. I am here to support your work and bring the UC message to Sacramento, Washington DC, and the people of California.

Questions and Comments:

Q: Do you think UC is in a good position to leverage its basic research to further drug discovery?
A: I support basic research and the research cycle, but understand that the research cycle can take many years from discovery to FDA drug approval. We want to cultivate a research-rich environment by providing resources that support a broad variety of research. We also have to be careful as an academic institution to ensure that our research is credible and independent of its funding source.

Q: What is the timeline for addressing the UC faculty total remuneration competitiveness gap?
A: It depends in part on the state budget. The UC budget sets aside funding for miscellaneous areas that support academic excellence, including faculty salary increases, but there is a gap between the Governor's proposed budget and UC's budget request. It is important for UC to remain competitive at the highest levels, but we also have to be realistic.

Q: UC's scientific research has an obvious connection to economic prosperity, but you will also be asked why the state should continue to fund humanities. How will you respond to the marginalization of humanities in the general public?

A: UC is a Ph.D.-granting research university. We train the next set of great thinkers. Any program that focuses on the ability to think, communicate, and analyze has a great value, whether the student remains in academia or not. UC is not an "engineering school" or a "biology school." It is a university, which means that we offer a variety of academic disciplines.

Q: There are large differences in quality among the community colleges. UC needs to serve transfer students, but we also want prepared students. How do we find a balance?
A: UC draws a large proportion of its transfer students from a small number of community colleges, and no transfers from others. This is troublesome because the community colleges serve the diversity of California and are supposed to be equivalent; and the colleges that send us small numbers of students are often concentrated in diverse communities. I believe there are ways UC can increase outreach to the community colleges and help transfers succeed once they arrive here.

Q: Do you anticipate providing incentives to help support more research centers at the campuses?
A: That depends a great deal on what the chancellors and faculty want to do, because such efforts need to be driven by the campuses. The sources of funding need to be diversified, and centers can be a good way to attract financial support.

Vice President Lenz: The annual budget cycle began in early January when the Governor submitted his proposed budget plan to the Legislature. The Legislative Analyst's Office (LAO) has just released its analysis of the 2014-15 higher education budget to the State Senate and Assembly and their budget committees and subcommittees, which will deliberate in the months leading up to the May Budget Revision and the final stages of budget approval. President Napolitano, Chancellor White, and Chancellor Harris will discuss the 2014-15 higher education budget at a State Assembly Budget Subcommittee hearing on February 19. Provost Dorr will discuss the performance outcome measures codified in Senate Bill 94 at a joint hearing of the Education and Budget and Fiscal Review Subcommittees on February 26.

The LAO report is encouraging in some respects and concerning in others. The report recommends that the Legislature reject the Governor's proposed 5% increase for UC and focus on a "workload budget" that provides additional funding for inflation, pension costs, and retiree health, and includes a multi-year approach to enrollment funding. The LAO is also recommending that students and their families have a "share of cost" for the UC budget and is proposing a 2.5% net tuition increase or a 3.8% increase including return-to-aid. The LAO's recommendation for 2% enrollment growth funding for CSU but no UC enrollment growth funding does not acknowledge that CSU cut enrollment by 20,000 during the budget crisis, while UC continued to amass 7,500 unfunded students. A fair enrollment plan would fund Merced enrollment growth up to 10,000 and then provide additional enrollment growth funding for the other campuses but allow UC to apply a portion to existing unfunded FTE on a glide path.

Q: Can you address the Master Plan's lack of a funding obligation?
A: The lack of a funding commitment may be the biggest challenge to the continued relevance of the Master Plan. But UC hopes policymakers in Sacramento will recognize the opportunity presented by the budget surplus to fund additional enrollments.

Q: Is there any movement on UC's efforts to encourage the state to recognize its obligation to UCRP?
A: UC has made a lot of progress on this issue. The Governor's budget summary now includes UCRP and UC retiree health in its list of retirement obligations. And the LAO is now recommending that the state fund $64.1 million for UCRP as part of the UC Regents' 2014-15 budget request and $4.1 million for the increased cost of the retiree health benefits.

Q: How can we do a better job of highlighting the Master Plan's designation of UC as the state's sole Ph.D. granting research institution?
A: UC continues to educate and inform policymakers about the research mission of the University, and the three segment heads are working together to advocate for the Master Plan. UC expects more discussion about community colleges offering baccalaureate degrees, but does not expect graduate degrees to enter into the discussion.

Q: What is the latest news on rebenching and Funding Streams?
A: Rebenching is in its second year and is moving forward as planned. UCOP is close to a consensus about a new Funding Streams model that that will adjust the methodology for the UCOP assessment to help ensure that a particular campus's assessment is proportionate to the benefits its receives from UCOP.

VI. REPORTS OF STANDING COMMITTEES

A. Academic Council: Performance Indicators

- *Senate Chair Jacob*
- *Associate Vice President Operating Budget and Facilities Management Debora Obley*

Outcome Measures: UCOP is discussing how to respond to new legislation requiring UC to report annually on the university's performance in the areas of degree and unit completion, transfer rates, and other outcomes. UC's annual Accountability Report already addresses many of these indicators.

Cost of Instruction: Another bill requires UC to produce a bi-annual study on the "cost of instruction" at the university. The first reporting cycle, due in October 2014, asks for a systemwide report disaggregating costs related to undergraduate, graduate academic, and graduate professional education, and research activities; by general campus compared to health sciences campus; and STEM compared to non-STEM majors. The second cycle, due in 2016, requires campus-by-campus reporting. A working group is considering several preliminary models based on different weightings for different student types that can describe as accurately as possible the amount UC needs to deliver a quality education to each type. The working group will also be reviewing data from CSU and UC's national peers and considering the extent to which research expenditures should be incorporated into cost of education for each kind of student. The request is complicated, if not impossible, to perform accurately because the expenditures for these areas are deeply intertwined. UC does not hide the fact that graduate education costs more than undergraduate education.

Long-Range Enrollment Plan: UCOP is updating UC's systemwide long-range enrollment plan for the first time since 2008. The Budget Office is reviewing individual campus plans, which

project modest California resident undergraduate growth, more substantial nonresident undergraduate growth, and large graduate enrollment growth between now and 2020-21, and evaluating them in the context of UC's Master Plan commitment, academic, financial, access, diversity, space, political, and other considerations. To define how UC should approach enrollment as a system, it will be necessary to accurately project the number of CA high school graduates and UC-eligible applicants expected between now and 2021, and then to model the results against campus plans and UC's systemwide obligation. UC will also need to determine how to address campuses that chose to enroll unfunded students compared to campuses that chose to restrict enrollment.

Q: Is there is a performance measure for diversity?
A: UC compares demographic indicators for enrolled students with California high school graduates and California residents to see how closely the university reflects the population. UC is doing well in some areas, but not as well in others, although UC diversity outcomes look very good in comparison to many of UC's AAU peers.

Q: Is UC concerned that adherence to strict performance measures could lead to lower academic standards?
A: UC has pointed out that linking funding to the strict achievement of performance outcome measures could create incentives to enroll a different kind of student, and perhaps reduce the emphasis on serving underserved communities.

Q: Could the cost of instruction exercise be an opportunity to inform policymakers about the UC funding gap?
A: UCOP intends to use the report to draw attention to the gap between what UC is spending and the real cost of instruction. The danger is what the report is likely to show about the high cost of graduate education, since policymakers do not tend to understand or value UC's graduate education mission as much as they do undergraduate education. Term limits and the resulting high turnover in state government work against UC's efforts to create informed and committed advocates for higher education.

Q: How does the legislature react to the increasing number of international and national nonresidents on campuses?
A: The legislature is interested in knowing how many additional residents and fewer nonresidents UC will enroll with additional enrollment funding. UC notes that nonresident tuition revenue made it possible through the budget crisis for UC to enroll more unfunded California residents. Campuses will continue to ramp-up nonresident enrollment until they have assurances that the state returns to enrollment funding.

Comment: It presents a false choice to suggest that the pursuit of diversity and the pursuit of academic quality are not compatible.

Comment: The funding crisis has forced some colleges to double the Teaching Assistant-to-student ratio from 44 to 1 to 88 to 1, which in some cases has caused TAs to change assessment methods and teaching techniques.

Comment: UC needs more faculty and graduate students in Sacramento to help inform and educate policymakers about UC's graduate education and research mission, and the way teaching is intertwined in that mission and goes beyond podium time.

B. Coordinating Committee on Graduate Affairs: Doctoral Education

- *Senate Vice Chair Mary Gilly*
- *CCGA Chair Donald Mastronarde*

Two recent reports from a joint Senate-Administration workgroup and a special Academic Senate committee made recommendations for enhancing UC's ability to compete for the best Ph.D. students in the world. Chair Jacob and Provost Dorr's presentation to the Regents on doctoral education in November drew on those reports and inspired the Regents to ask for specific, actionable recommendations for improving UC's competitiveness. A small team of Senate representatives is now planning a UC-wide conference on doctoral education that will be held at UC Irvine on April 15 and co-chaired by Provost Dorr and Senate Vice Chair Gilly. The conference will focus on best practices and a formal systemwide proposal to better support graduate students.

Chair Mastronarde and Vice Chair Gilly described some of the main areas of concern related to doctoral student funding. First, the net stipends UC offers Ph.D. students are significantly lower than those offered by UC's competitors. Second, UC's practice of charging the full nonresident supplemental tuition (NRST) for academic graduate students to faculty grants is out of line with what other universities do and has caused UC faculty to reduce the number of international graduate students they support. Addressing these issues and increasing the competitiveness of UC's support for graduate students is critical to ensuring that UC continues to attract the best in the world.

It was noted that it will be critical to address the economic disincentive that makes it more expensive to hire a graduate student than a postdoctoral fellow. It was noted that individual campuses have taken steps to minimize the effect of NRST by, for example, establishing endowments to support graduate students, although some campuses oppose a systemwide policy to abolish NRST.

C. Board of Admissions and Relations with Schools: Transfer Issues

- *BOARS Chair George Johnson*

Chair Johnson co-chairs a Transfer Action Team charged by the President with recommending strategies for streamlining the transfer process, increasing the transfer graduation rate and possibly increasing the number of transfer students, and expanding UC's reach into a broader range of community colleges.

The Action Team will recommend that UC upgrade its transfer message with a new universitywide communications and technology strategy; improve UC's geographic, ethnic, and socio-economic diversity by creating a stronger presence at every CCC; welcome students to campus with a Transfer Success Kit and upgrade other support services to help transfers transition to and succeed at UC; organize for academic success by streamlining the transfer preparation process through greater involvement in the Course Identification Numbering system (C-ID) and by evaluating the UC Transfer Paths in light of the new Associates Degrees for Transfer; and reaffirm UC's commitment to transfer students on every campus by enrolling additional transfers to meet the Master Plan's 2:1 freshman-to transfer target ratio on every campus. The report also makes clear that UC cannot increase transfer enrollments at the expense of freshmen and without additional state funding. BOARS and the Senate have already taken

steps to recognize in UC transfer admission policy the Transfer AA degree pathways developed by the community colleges and mandated for CSU in Senate Bill 1440.

D. University Committee on Academic Personnel: Diversity Issues

- *UCAP Chair Harry Green*

APM 210: UCAP and the University Committee on Affirmative Action and Diversity share an interest in diversity issues. The two committees have been working on a revised version of APM 210-1d that maintains its message about the university's commitment to diversity while resolving some ambiguities in the language. Some faculty and CAPs have interpreted the language as suggesting that diversity-related research activities should be preferred over others in the merit and promotion system, while others have interpreted the language to mean that such activities should be recognized and rewarded equally.

Moreno Report: Last fall, the president tasked a special Senate - Administration working group with responding to the Moreno Report's recommendations for addressing complaints of bias and discriminatory behavior involving UCLA faculty. The working group's report takes a systemwide view in summarizing local processes for bringing, collecting, and investigating complaints and imposing sanctions; discussing how UC should respond to the report's major recommendations; and recommending improvements to the faculty diversity pipeline. The report recommends better recordkeeping systems and a central discrimination office on each campus that can serve as a gateway for complaints and has authority to conduct investigations on a full range of issues affecting students, faculty, and staff. It also recommends that campuses maintain an Ombuds Office where students, faculty, and staff can discuss issues and complaints confidentially. It recommends that real consequences and corrective actions be imposed when allegations of harassment, discrimination, intolerance, and bias have merit, and makes recommendations related to increasing and recognizing diversity and fostering an inclusive campus climate.

VII. University Committee on Faculty Welfare Report

- *UCFW Chair J. Daniel Hare*

UCRP Funding: UCFW is concerned that the Regents' 2010 plan to fund UCRP's full Annual Required Contribution by 2018 will not be followed and the current planned funding trajectory is insufficient to meet the full funding needs of the plan over the long term. The Regents' plan calls for ramping up the employer contribution to 18% by 2018; however, it does not appear that UCOP intends to increase the employer contribution beyond the 14% level it will assume this July 1. This funding level will meet the Normal Cost of the plan, but will be insufficient to pay down the unfunded liability; in fact, it will increase the unfunded liability to $20 billion by 2042. Maintaining the 14% ratio is effectively pushing the problem down the road to younger faculty whose grants are assessed an "employer contribution." These faculty might prefer to pay a higher employer cost on their grants for several years now, and then watch their employer contribution decline later, rather than pay a 14% contribution in perpetuity or see it increase. UCFW is developing a proposal that would use internal borrowing to meet the first two years of ARC that could be paid back with a payroll assessment that does not require the employer contribution to rise above 16%.

Total Remuneration: UCFW will be reviewing a preliminary version of an updated study of faculty total remuneration in April. The main question UCFW will be asking is whether UC's health and retirement benefits still compensate for cash salaries that are below the market.

VIII. NEW BUSINESS

CCGA Chair Mastronarde stated that CCGA has approved a new Master of Finance (M.F.) degree in the Rady School of Management at UC San Diego. Because the M.F. is a new degree title on the campus, the Assembly must consider CCGA's recommendation and determine whether to transmit it to the President. Chair Mastronarde moved that the Assembly consider the new degree title. The motion was seconded and carried.

Per Bylaw 120.D.4, Chair Jacob asked for the Assembly's consent to add an item of new business to the agenda. The Assembly unanimously consented to the addition of the item brought by CCGA.

ACTION: By unanimous vote, the Assembly approved the addition of the M.F. as a degree title at UC San Diego.

IX. SPECIAL ORDERS

A. Consent Calendar (none)
B. Annual Reports (2012-13)

The meeting adjourned at 4:15
Attest: Bill Jacob, Academic Senate Chair
Minutes Prepared by: Michael LaBriola, Academic Senate Analyst

Attachments: Appendix A – Assembly Attendance Record, Meeting of February 12, 2014

Appendix A – 2013-2014 Assembly Attendance Record, Meeting of February 12, 2014

President of the University:
Janet Napolitano

Academic Council Members:
William Jacob, Chair
Mary Gilly, Vice Chair
Elizabeth Deakin, Chair, UCB
Bruno Nachtergaele, Chair, UCD
Peter Krapp, Chair, UCI
Janice Reiff, Chair, UCLA
Ignacio Lopez-Calvo, Chair, UCM
Jose Wudka, Chair, UCR
Kit Pogliano, Chair, UCSD
Farid Chehab, Chair, UCSF
Eric Matthys, (alt. for Kum-Kum Bhavnani, Chair, UCSB)
Joseph Konopelski, Chair, UCSC
George Johnson, Chair, BOARS
Donald Mastronarde, Chair, CCGA
Emily Roxworthy, Chair, UCAAD (absent)
Harry Green, Chair, UCAP
Timothy Labor, Chair, UCEP
J. Daniel Hare, Chair, UCFW
Robert Clare, Chair, UCORP
Donald Senear, Chair, UCPB

Berkeley (5)
Lowell Dittmer
Karen Christensen (alt. for Robin Einhorn)
Suzanne Fleiszig (alt. for Leslea Hlusko)
Nicholas Mills
Kristofer Pister

Davis (6)
Angie Chabram-Dernersesian
Gino Cortopassi
Richard Grotjahn
John Oakley
Ahmet Palazoglu (absent)
Jeffrey Williams

Irvine (4)
Olivier Civelli
John Lowengrub (absent)
Darryl Taylor
Craig Walsh (absent)
Elliott Currie

Los Angeles (8)
Christiane Barz (alt. for Hanna Mikkola)
Jennifer Krull (absent)
Purnima Mankekar
Frank Petrigliano (absent)
Ninez Ponce
E. Richard Stiehm (absent)
Christopher Tilly (absent)

Merced (1)
Paul Maglio

Riverside (2)
Bahram Mobasher
Ilhem Messaoudi Powers

San Diego (5)
Eduardo Macagano
Susan Narucki
Margaret Schoeninger
Jan Talbot
Steven Wasserman

San Francisco (4)
Jacque Duncan
Elyse Foster
John Feiner (alt for Robert Nissenson)
Russell Pieper

Santa Barbara (3)
William Davies King
B.S. Manjunath
Daniel Montello

Santa Cruz (2)
Donald Brenneis
Joel Ferguson

Secretary/Parliamentarian
George J. Mattey

III. ANNOUNCEMENTS BY THE CHAIR

- **William Jacob**

IV. REPORTS OF STANDING COMMITTEES

A. Academic Council [ACTION]

- **William Jacob, Chair**

1. Nomination and election of the Vice Chair of the 2014-15 Assembly

Senate Bylaw 110. A., which governs the election of the Vice Chair of the Assembly, states: "The Assembly elects a Vice Chair who is a Senate member from a Division other than that of the incoming Chair, to assume office the following September. The Academic Council submits a nomination. Further nominations may be made by the Assembly members from the floor, and on written petition by twenty-five Senate members. The Vice Chair also serves as Vice Chair of the Academic Council. The following year the Vice Chair becomes Chair of the Assembly and the Academic Council. Neither the Chair nor the Vice Chair may serve as a Divisional Representative." In accordance with Bylaw 110.A, the Academic Council submits its nomination of Professor J. Daniel Hare as 2014-2015 Vice Chair of the Assembly. Professor Hare was selected as the Council's nominee at its April 2, 2014, meeting. Professor Hare's qualifications and personal statement are as follows:

J. Daniel Hare, Curriculum Vitae

Present Position: Professor, Department of Entomology, University of California, Riverside, California. UC Faculty member since September, 1984.
Education: PhD, Ecology & Evolution, SUNY Stony Brook, Stony Brook, New York, B. A. With Distinction, Biology, Stanford University, Palo Alto, California.
Awards and Honors: Elected Fellow, American Association for the Advancement of Science, 2008; UC Riverside Distinguished Campus Service Award, 2012, Pacific Branch, Entomological Society of America Plant-Insect Ecosystem Award, 2013.
Publications: 87 Refereed Scientific Technical papers, 3 Refereed Review Articles, 9 Book Chapters
Research Synopsis: I study the interactions between plants and the herbivores that feed upon them. I am particularly interested in the evolution of toxic chemicals produced by plants and adaptations of herbivores to those toxins. My research employs techniques of genetics, ecology, chemical analysis, behavior, and molecular genomics and has been funded by NSF.
Recent Teaching: Biology 5C, "Introduction to Ecology and Evolution" (~480 students) Biology 117, "Population and Community Ecology (~20 students) Graduate classes in Insect Ecology and Plant-Herbivore Interactions (~10 students)

Prior Senate Service:
UC Systemwide Academic Council: (member 2012-14).
UC Systemwide Committee on Faculty Welfare: (Chair (2012-14), Vice-chair (2011-12), member 2009-11). Member, Senate-Administration Advisory Workgroup on Required Training (2010-12) Member, Senate-Administration Task Force for the Trial Negotiated Salary Plan (2012) Member, Senate-Administration Workgroup on Negotiated Salary Plan Metrics (2013) Member, UC Care RFP Review Team and Fully Insured RFP Review Team (2013) Member, Advisory Group for the Total Remuneration Study on Ladder-rank Faculty (2013-14) Member Task Force on Investment and Retirement (2011-14) Member, Health Care Task Force (2011-14)
UC Systemwide Committee on Privilege and Tenure (member 2006-08).
UC Riverside Executive Council: (member 2009-11).
UC Riverside Committee on Planning and Budget (member 2013-14).

UC Riverside, Committee on Faculty Welfare (Chair 2009-11, member 2011-12).
UC Riverside Committee on Charges (member 1998-02).
UC Riverside Committee on Privilege & Tenure (Chair 2007-08, Chair P&T Hearing Committee 2006-07, member 2003-07).
UC Riverside Grievance Consultation Panel (member 2008-11).
UC Riverside Committee on University Extension (Chair 1989-91, member 1987-89).

J. Daniel Hare -- Challenges and Priorities for the UC Systemwide Academic Senate

The most important challenge comes from the lack of financial support for UC to accomplish its historical tripartite mission of education, research, and service as UC has done in the past. The decline of State support for UC began at least 25 years ago and the System has been absorbing budget cuts almost constantly ever since. We now are challenged to educate more students with fewer resources while maintaining the quality and depth of a UC education. Such a challenge is accompanied by efforts by the legislature and others to micromanage UC. Such efforts include top-down imposition of presumed efficiencies such as on-line education and links between additional funding and performance metrics. Whereas UC faculty members must remain open to innovative efficiencies in education and must document our success in educating our students, a priority of the Senate must be to exercise our rights and responsibilities under Regents' Standing Order 105.2 to maintain authority over the curriculum and to envision what a UC education is. We then must transmit our vision to the students, the Regents, and the State Legislature and advocate for the resources necessary to realize that vision.

UC is like no other University system because all ten campuses have the same aspirations. Budgetary initiatives, such as "Rebenching" and "Funding Streams" brought into focus the tension among the campuses and between the campuses and UCOP for the allocation and division of resources. Both the "Rebenching" and "Funding Streams" initiatives are unfinished and will require careful monitoring and adjustment in order to minimize such tensions and unanticipated consequences. A priority here will be to develop an enrollment management plan aligned with resources to provide all campuses opportunities to achieve their goals in student recruiting while maintaining UC's commitment to the Master Plan.

Student research experience augments the quality of classroom instruction, and research by faculty refreshes and improves classroom teaching. UC research also enriches human lives far beyond California's borders. Although the Regents are appreciative of research brought to their attention, they also appear to believe that teaching and research are independent and competing faculty expectations. Another priority for Senate leadership will be to continue to present the value of research, and of the linkage between teaching and research, to the Regents, the State Legislature, and others outside UC.

UCOP may be taking the majority of the faculty for granted. The recent changes in medical plans were not driven to provide employees better coverage, but to contain UCOP's costs. The struggle to develop a fair composite benefits rate structure shows that UCOP sees research grants to faculty as alternative sources of funding to be tapped by the campuses. About 15 years ago, average faculty salaries nearly matched the Comparison 8. UCOP has allowed salaries to steadily fall such that they now lag the Comparison 8 by over 11%. Such actions cannot help but foster a lack of confidence of the faculty in UCOP and a decline in faculty morale. If nothing changes, then we may see increasing rates in retirements and the departure of talented and tenurable assistant professors to our competitors. The campuses surely will fill all vacancies, but a Senate priority must be to ensure that our new members are awarded competitive salaries and benefits. If not, then we may not be able to recruit new professors of sufficient quality to maintain UC's excellence in teaching and research.

How can our priorities be achieved? Shared governance at the Systemwide level often involves a loose confederation of shifting alliances. The tension between centrifugal and centripetal forces leads to the faculty being allied with the division's administrators against Systemwide administrators on some issues but allied with the Systemwide administrators against the division's administration on others. Whereas the Systemwide Chair and Vice-Chair must advocate strongly and convincingly for the views of the faculty, this must be done with respect and reason, because the faculty will need the support of those with whom we disagree on one issue in order to advance the faculty interests on other issues.

My broad experience in governance and service goes beyond my service on the UC Faculty Welfare Committee. I also serve on my Division's Planning and Budget Committee and appreciate the process and tensions going into assembling campus budgets. I served on Division and Systemwide P&T committees and resolved many conflicts among faculty and between the faculty and the administration. I directed two different graduate programs and was involved in all aspects of curriculum development, recruiting, student funding and timely progress to degree in each program. I was a member of an executive committee of an impacted interdepartmental undergraduate program with over 1,500 students. I was a member of all of the necessary planning and construction committees for the UCR's new Entomology building. Although I believe that life science departments organized along taxonomic lines (Botany, Entomology) are antiquated, my colleagues nevertheless asked me to serve as Vice-Chair of the Department of Entomology for several years. These experiences have prepared me well to be your Systemwide Vice-Chair and Chair. I look forward to becoming your advocate for the faculty as UC addresses its ongoing financial challenges while maintaining its status as the world's greatest public research university.

ACTION REQUESTED: Election of the 2014-2015 Assembly Vice Chair

2. Ratification of the 2014 Oliver Johnson Award

The Oliver Johnson Award for Service to the Academic Senate is given biennially to a member or members of the UC faculty who has performed outstanding service to the Senate. Its broader goal is to honor, through the award to the recipient, all members of the faculty who have contributed their time and talent to the Senate.

Nominations for the award are made through Divisional Committees on Committees to the Universitywide Committee on Committees (UCOC). UCOC, in turn, submits the names of two nominees to the Academic Council. The awardee(s) will be chosen by the Academic Council at its April 9 meeting. The Assembly is asked to ratify the Academic Council’s choice to receive the 2014 Oliver Johnson Award.

OLIVER JOHNSON AWARD

FOR

DISTINGUISHED LEADERSHIP IN THE ACADEMIC SENATE

Criteria for Nomination

The award is designed to honor a University of California faculty member who has demonstrated at the Divisional and the Systemwide Academic Senate level:

1. Outstanding and creative contributions as evidenced by major impact on faculty governance.

2. Sustained excellence in serving the Academic Senate.

3. Exceptional abilities in working with different university constituents effectively.

Eligibility

All members of the Academic Senate except those who have served on the Academic Council during the immediate three (3) years prior to nomination.

Process

1. UCOC will activate a process of nomination at the beginning of every even-numbered calendar year.

2. Nominations will be solicited and reviewed by each Divisional Committee on Committees (COC) every two years. COCs are expected to develop and use a systematic process of selection.

3. UCOC will review the divisional nominations (**one per division**) and documentation and will recommend two nominations to the Academic Council.

4. The Academic Council will recommend the candidate to receive the award.

5. The Council's candidate will be presented to the Assembly for ratification no later than the last Assembly meeting of the academic year.

Requirements

The following will be required to make a nomination to the UCOC, then to the Academic Council:

1. A nomination letter by the chair of each Divisional COC **not to exceed 3 pages**.

2. A focused **curriculum vitae not to exceed two (2) pages** outlining the divisional candidate's Academic Senate service.

3. An endorsement letter with above documentation by UCOC Chair submitted to the Academic Council Chair.

ACTION REQUESTED: Ratification of 2014 Oliver Johnson Awardee

B. Coordinating Committee on Graduate Affairs (CCGA) [ACTION]

- **Donald Mastronarde, Chair**

1. UC Riverside Proposed Master of Public Policy (MPP) Degree Program Approval

The Coordinating Committee on Graduate Affairs (CCGA) recommends approval of a new Master of Public Policy (MPP) degree program within the UC Riverside School of Public Policy. The MPP degree will be a new degree title at UC Riverside. As required by Senate Bylaw 116.C and Standing Order of the Regents 110.1, CCGA submits its recommendation to the Assembly for consideration.

Senate Bylaw 116.C specifies: "The Assembly shall consider for approval proposals for the establishment of new graduate degrees received from the Coordinating Committee on Graduate Affairs and requiring approval by the President, to whom The Regents have delegated authority of approval. Proposals approved by the Assembly shall be submitted to the President. [See SOR 110.1 and Bylaw 180.B.5] (Am 24 May 00)"

Standing Order of the Regents 110.1 provides in pertinent part: "The Board has established the colleges, schools, graduate divisions, certain other major academic units, affiliated institutions, and related activities at the several campuses and facilities of the University of California, and, upon the recommendation of the President of the University, with the advice of the Academic Senate, has established the degrees awarded by the several academic units of the University. . . ."

ACTION REQUESTED: Approve CCGA's recommendation to establish the Master of Public Policy graduate program at the Riverside campus and transmit this recommendation to the President.

COORDINATING COMMITTEE ON GRADUATE AFFAIRS (CCGA)
Donald Mastronarde, Chair
djmastronarde@berkeley.edu

ACADEMIC SENATE
University of California
1111 Franklin Street, 12th Floor
Oakland, California 94607-5200

April 4, 2014

WILLIAM JACOB
ACADEMIC COUNCIL CHAIR

Dear Bill:

At its March 5, 2014 meeting, the Coordinating Committee on Graduate Affairs (CCGA) voted to approve UC Riverside's proposal is to establish a new Master of Public Policy (MPP) degree program within UCR's School of Public Policy (this program will be supported in part by PDST, starting at $5952 per year). The proposal states that the objective of the MPP program "is to prepare students for careers in government, politics, and public affairs within public, non-profit, or private sectors." This is accomplished by providing students with rigorous analytical tools to use evidence and normative values in formulating, implementing and evaluating public policies.

It should be noted that the UCR School of Public Policy was first approved in 2008, but that the economic crisis caused the campus to delay its implementation. At this point, there is a thriving undergraduate program, a Dean and several faculty in place and more faculty due to be hired. The institution of the MPP program will mark an important milestone in the development of the School, since this is the centerpiece of the School. The School plans to begin recruiting students in Fall 2014, with the first class, targeted at 20 students, enrolling in Fall 2015.

The proposed MPP degree is supported by both reviewers. Its proposed three areas of distinctiveness – environmental and social policies, regional policy-making, and global-local policy – make it a valuable addition to inland southern California. The proposers provide evidence that there will be interest in the degree and that graduates from the program will have improved employment possibilities at various levels of government, in NGOs, and elsewhere. Throughout the review process, the School has been responsive to the comments and suggestions made by the external reviewers.

As you know, CCGA's approval is usually the last stop of the Academic Senate side of the Systemwide review and approval process except when the new degree title must be approved by the President, under delegated authority from The Board of Regents. According to the Academic Senate Bylaws, the Assembly of the Academic Senate (or the Academic Council if the Assembly is not meeting within 60 days of CCGA's approval) must approve new degree titles. Given its status as a new graduate program title on the Riverside campus, CCGA submits its approval of the UCR Master of Public Policy (MPP) for formal approval of the new MPP degree title on the Riverside campus by the Assembly of the Academic Senate. For your information, I have also included CCGA's final report as an enclosure. If you have any questions, please let me know.

Respectfully submitted,

Donald Mastronarde, Ph.D.
Chair, CCGA

Copy: Martha Winnacker, Academic Senate Executive Director
CCGA

Enclosure: 1

UC Riverside Proposed Master of Public Policy (MPP) Degree Program March 6, 2014

The Proposal

UC Riverside's School of Public Policy has proposed to establish a graduate Master of Public Policy program. The proposal states that the objective of the MPP program "is to prepare students for careers in government, politics, and public affairs within public, non-profit, or private sectors." This is accomplished by providing students with rigorous analytical tools to use evidence and normative values in formulating, implementing and evaluating public policies.

The two-year Master's of Public Policy (MPP) program is a professional fee-based program that would be the centerpiece of the new school. The School plans to begin recruiting students in Fall 2014, with the first class, targeted at 20 students, enrolling in Fall 2015.

Status of the School

In September 2008, UC Riverside was approved by the Regents of the University of California to start a new, interdisciplinary School of Public Policy (SPP). Before reaching the Regents the proposal to start a new school had been thoroughly reviewed at the Riverside campus and by CCGA and had been revised and improved in response to the comments made in that process. After Regental approval of the School, however, the launch of the School was put on temporary hold because of budget uncertainties at that time. The UC Riverside administration finally decided to launch the SPP in Fall 2012. A search for the founding dean ensued, and a dean was appointed on February 1, 2013.

The university administration has already set aside 12 faculty FTE for the School of Public Policy. Of these, roughly one-half will be used in the form of joint or split appointments with other departments on campus. Most of these are envisaged to be 50% faculty appointments shared with departments such as Political Science, Economics, and Environmental Sciences. (Joint appointments are very common in public policy schools nationwide.) The remaining FTE will be full-time in the School.

The Reviewing Process

The current proposal was approved by UC Riverside's Graduate Research Council in 2013 and was submitted to CCGA in Fall 2013. Kwai Ng of UC, San Diego was appointed CCGA Lead Reviewer at the November meeting. Two reviewers were subsequently identified in December. John McPeak, Vice Chair of Department of Public Administration and International Affairs at the Maxwell School of Citizenship and Public Affairs at Syracuse University, and Michael Stoll, Chair of Public Policy in the School of Public Affairs, UCLA. Both reviewers waived confidentiality. The reviewers have considerable administrative experience in running a graduate public policy program. The reviews were returned by the end of January 2014. Together the reviewers have provided comprehensive and thoughtful recommendations that cover all major facets of the proposed program.

Main Features of the Proposed Program

(1) The School emphasizes that the UC Riverside's MPP degree will provide a new and different focus from other public policy programs. First, it will be unique in its emphasis on the intersection – and synergies – between *environmental and social policies*. Second, it will train students in *"regional" policy-making* – viz., policy-making that transcends traditional jurisdictional and administrative boundaries (such as the city, county, state and country). Third and finally, it will highlight *similarities between the policy challenges* facing local communities in the United States (such as communities in Inland Southern California) and policy problems confronting emerging countries (such as Mexico, Brazil, China, and India). It will train students in the skills of applying policy lessons learnt globally to the policy challenges facing local communities in the United States. The School has already entered into agreements with 20 different government agencies in Inland Southern California to receive and train future MPP student interns.

(2) The program concludes with a two-quarter-long capstone research project to be undertaken under the supervision of a participating faculty member. Students will work in teams and undertake a thorough analysis of an important "real-world" policy problem, applying the interdisciplinary methods, approaches, and perspectives studied in the core curriculum. Students will be asked to grapple with the challenges of policy implementation in the face of competing and often conflicting social, political, economic and technical interests. At the conclusion of the project, students will prepare and present a group report similar to a policy brief prepared for a policy client.

(3) The UC Riverside School of Public Policy will be located in one of the most diverse regions of the state of California. Riverside and San Bernardino counties (with a total population of 4.4 million persons) are exceptionally diverse, multicultural environments. Riverside County is 38.5% non-Hispanic White, 46.5% Hispanic and Latino, 7% Black and 6.6% Asian. San Bernardino County is 50.5% Hispanic/Latino, 32% non-Hispanic White, 9.6% Black and 7% Asian. In addition, Riverside and San Bernardino counties are home to approximately 12 federally-recognized Native American tribes, representing roughly 2% of the county population. Nearly 40% of the inland population speaks a language other than English in the home (predominantly Spanish). UC Riverside has an outstanding record in promoting diversity. Its student body is one of the most diverse in the nation. Indicators of student success at UC Riverside, such as four- and six-year graduation rates, do not differ markedly between under-represented minority and other students. In UC Riverside's undergraduate public policy program, which will provide a pipeline of students to the MPP program, between one-half and two-thirds of the students belong to disadvantaged ethnic and racial groups.

<u>Two Key Questions</u>

(1) Would the proposed program be able to recruit enough students?

Both reviewers agree that there is a market for a MPP program in Inland Southern California. They agree that the program is likely to be able to recruit enough students through a combination of local applicants, applicants from other parts of the California, and overseas applicants. In their comments, they emphasize the importance of creating a diversity of student sources.

Reviewer 1, Professor McPeak of Syracuse inquires about the strategy of recruiting students from other parts of California:

"One, first on page 4 and then again three times later on page 6, 7, and 8, the undergraduate pipeline to the MPP program at UC-Riverside is emphasized. While this is a good part of a strategy, I would like

more articulation of how this would combine with a strategy to draw in students from the UC system other than Riverside and beyond the UC system. The challenges of Inland Southern California are not only present in the area around Riverside to be sure, so what is the strategy for drawing in students who are not UC-Riverside undergraduates."

The School responds by suggesting that they will strike a balance between local students, students from other parts of California as well as overseas students. UC Riverside undergraduates would constitute about 15-20% of the incoming MPP class. Overall, the School anticipates a quarter to a third are going to be from the Inland Southern California region. The School plans to launch an aggressive student recruitment campaign across the country and overseas. The School will also scale up the MPP program gradually over time, starting with a very small cohort of only 20-25 students in the first year. The full build-out of 60 entering students is not expected to take place until 2020-21.

(2) Can the proposed curriculum develop students in the areas identified by the School as its areas of strength?

Reviewer 2, Professor Stoll of UCLA, offers very detailed comments on various aspects of the proposed curriculum. The School agrees with most of the reviewer's comments and recommendations. Three major changes have been made to the revised proposal, namely:

- the content of the core course on "Regional Policy-Making Across Administrative Jurisdictions" is revised to include the study of analytical tools for regional analysis
- the course on normative analysis remains part of the core curriculum but the program does not now claim normative analysis as one of its areas of distinctiveness
- to strengthen the policy on content analysis, the revised curriculum now features a new course on policy analysis ("Introduction to Policy Analysis")

Overall, CCGA's lead reviewer is of the view that the new revised proposal addresses the key problems identified by the two external reviewers and there is now a much better fit between the content of courses proposed and the key areas of strength that the program intends to nurture and develop.

Other Recommendations

There are some other recommendations suggested by reviewers:

(1) Reviewer 2 recommends that the campus consider in the medium term folding into the School the current undergraduate Public Policy major at UC Riverside, in order to streamline administration.

The proposer responds that this is the plan of the SPP – to request the transfer of the undergraduate public policy program to the SPP from the College of Humanities, Arts and Social Sciences. Campus administration at UC Riverside is supportive of this plan. The process will begin once the MPP program has started up and is on a sound footing.

(2) Reviewer 2 points out that the School does not a have a permanent home. He urges the School to develop a dedicated physical space for the program, which is central to building community and

identity for the program.

The proposer agrees. The School has already secured temporary space to serve as a MPP graduate student common area. It is also pressing ahead with demands to the campus for a separate building – or at least a couple of floors of an existing building – for the SPP within the next four years.

(3) The School proposes to have 2 full time staff – a full time program director and a full time student services assistant for the program. Reviewer 2 points out more staff are needed to provide professional skills training (such as in the use of PowerPoint and other relevant software including statistical software), professional services in job readiness preparation, as well as in general career services, among many other things.

The School clarifies that since the earlier proposal was drafted, the staffing situation at the SPP has already changed dramatically. The SPP has already recruited three full-time staff – an executive assistant to the dean, a director of development and alumni relations, and an information specialist and communication manager. In addition, the School has already been approved to recruit two additional staff FTE to join the School by July 2014 – an assistant dean of finance (and CFAO) and a student assistant officer.

Timetable

The MPP degree will be launched immediately upon approval of this proposal. Assuming the proposal is approved during AY 2013-14, the Program will begin recruiting students in Fall 2014, with the first class, targeted at 20 students, enrolling in Fall 2015. Within five years, the School anticipates enrolling 60 students per class, resulting in a total of 120 MPP students in residence.

Conclusion

The proposed MPP degree is supported by both reviewers. Its proposed three areas of distinctiveness – intersection between environmental and social policies, regional policy-making, and global-local policy linkages on the intersection make it a distinct MPP program rooted in Inland Southern California. The revised curriculum is tailored to develop the three identified areas of distinctiveness. Throughout the review process, the School has been responsive to the comments and suggestions made by the external reviewers. It is obvious that the proposers have put a lot of thought into the proposal.

CCGA discussed the program and the progress of the review at several meetings, and at the March 5, 2014, the Lead Reviewer provided a final summation of the review and recommended approval of the proposal as last revised. The motion to approve as passed unanimously (with the obligatory abstention of the UCR member).

CCGA Lead Reviewer: Kwai Ng

V. UNIVERSITY AND FACULTY WELFARE REPORT [INFORMATION] [ORAL]

- **J. Daniel Hare, Chair UCFW**

1. **Total Remuneration study**
2. **UC Care**
3. **Proposal to improve funding of UCRP**

VI. NEW BUSINESS

VII. SPECIAL ORDERS

A. Consent Calendar [NONE]

VIII. REPORTS ON SPECIAL COMMITTEES [NONE]

IX. PETITIONS OF STUDENTS [NONE]

X. UNFINISHED BUSINESS [NONE]

XI. ANNOUNCEMENTS BY THE PRESIDENT [ORAL]

- **Janet Napolitano**

XII. ANNOUNCEMENTS BY THE PROVOST [ORAL]

- **Aimee Dorr**