Jim Chalfant *Telephone: (510) 987-0711* *Fax: (510) 763-0309* *Email: jim.chalfant@ucop.edu*	*Chair of the Assembly of the Academic Senate* *Faculty Representative to the Regents* *University of California* *1111 Franklin Street, 12th Floor* *Oakland, California 94607-5200*

August 10, 2017

AIMÉE DORR
PROVOST AND EXECUTIVE VICE PRESIDENT
UNIVERSITY OF CALIFORNIA

Re: Approval of Master of Real Estate Development and Design (MRED+D) Degree at UC Berkeley

Dear Aimée:

In accordance with the *Universitywide Review Processes For Academic Programs, Units, and Research Units* (the "Compendium"), and on the recommendation of CCGA, the Academic Council has approved UC Berkeley's proposal to establish a self-supporting Master of Real Estate Development and Design (MRED+D) degree program.

Because this is a new degree, and the Assembly of the Academic Senate is not meeting within 30 days of CCGA's approval, Council must approve the program per Senate Bylaw 125.B.7.

I am enclosing CCGA's report on its review of the new degree, and respectfully request that your office complete the process of obtaining the President's approval.

Sincerely,

Jim Chalfant

Jim Chalfant, Chair
Academic Council

Cc: Academic Council
        Senate Director Baxter
        Senate Executive Directors

COORDINATING COMMITTEE ON GRADUATE AFFAIRS (CCGA)   ACADEMIC SENATE
Kwai Ng, Chair   University of California
kwng@mail.ucsd.edu   1111 Franklin Street, 12th Floor
Oakland, California 94607-5200

July 31, 2017

ACADEMIC COUNCIL CHAIR JIM CHALFANT

Dear Jim:

At its July 5, 2017 meeting, the Coordinating Committee on Graduate Affairs (CCGA) voted to approve UC Berkeley's proposal for the new self-supporting Master of Real Estate Development and Design (MRED+D) Degree Program.

The MRED+D program aims to train new real estate development professionals who will tackle 21st Century urban challenges. Graduates of the program are expected master sustainable building design, low-carbon land use and transportation, environmental review, urban land economics, and real estate project structure and financing among other areas.

The MRED+D will be a full-time (33 units minimum) on-campus program spanning an intensive 11-month period. It is expected that the MRED+D student body to be comprised of individuals with a first professional degree in architecture, planning, landscape architecture, business, law or engineering and/or those with related experience in practice. The share of resident, nonresident domestic and international students is projected to be approximately 60%, 25%, and 15% respectively.

The curriculum is set up in such a way that the program begins in the summer, and extends throughout the following academic year. In the summer term, students will take three courses that provide the foundational skills and knowledge necessary for real estate development. In the fall semester, they will focus more deeply on current and critical issues in real estate development practice. During the spring semester, they will participate in a multi-topic "Omnibus Development Studio," which will focus on either a domestic or international real estate case. Ladder rank CED faculty, lecturers from the professional community, and industry-sponsored lectures or adjunct Professors of Practice are expected to teach the courses in the MRED+D program.

The MRED+D plans to use its tuition revenues to fund return-to-aid to promote cohort diversity. This aid will increase from 15 per cent of net revenue in the first year that provides a 50 per cent tuition fellowship to a quarter of the initial cohort of 16 students to a level where it will support one-third of a cohort of 40 students at steady state.

CCGA recruited two external and two internal reviewers who had substantial experience in proposing, leading, mentoring and teaching in graduate degree programs in real estate development and design to review this proposal. Reviewers were positive about the proposal. They described the program as unique within the UC system. It was also in their views a timely program, given the urban development and climate challenges facing California and the nation. Reviewers commended the rigorous program plan

and the stellar faculty expertise to administer the program. They believed the program will have a strong applicant pool and there will be strong placement prospects for the graduates.

The reviewers also identified several areas in the proposal that the proposers could further address and clarify. The issues included the role of faculty director, the lack of specific courses on market analysis, the scheduling of night-time courses and impact on existing programs, and the availability of career services, among others. CED addressed these issues in their response. For example, regarding the lack of a specific course on market analysis, CED responded that it secured reserved seats in a relevant course (MBA 280) offered by the Haas School. The College also intended to include market analysis "modules" within MRED+D courses. Other issues including the role of faculty director and the availability of a full-time career officer were also addressed. For your information, I have included our Lead Reviewer's final report as an enclosure.

During the review process, CCGA members expressed concerns about the marginal plurality of CED faculty voting in favor of the proposal. Of 54 ladder rank faculty eligible to vote, 35 voted and 5 formally abstained. The number of faculty that participated did meet CED Faculty By-Laws criteria for a valid vote. The vote was 57% in favor, 43% against. Meanwhile, while University Committee on Planning and Budget (UCPB) commended the academic rigor of the program, it also relayed its concern of the perceived lukewarm faculty support towards the program proposal.

CCGA communicated with CED on the faculty vote. We asked if CED would be able to conduct a second vote to alleviate the concern shared by the two systemwide committees. In response, the Chair of CED faculty executive committee, Professor G. Mathias Kondolf, wrote to me and assured that concerns raised by faculty during review of the program last year were addressed by Dean Jennifer Wolch and added to the current design of the MRED+D program. Professor Kondolf also pointed out that CED rarely received a voting turnout that was higher than the one obtained in the vote on the MRED+D program. The number of faculty not participating (and abstentions) largely reflected the fact that this is a college-wide, interdisciplinary degree, in which a share of CED faculty members will not directly participate and have a low motivation to vote. In view of the clarification provided by the faculty executive committee, CCGA concluded that a new faculty vote was not needed. The proposal was approved unanimously in the July meeting.

CCGA believes the proposed UC Berkeley's MRED+D Program has been rendered stronger by the review process. The expert reviewers have confirmed that it meets the criteria for quality and rigor. Other aspects of the proposal also seem to more than satisfy the expectations of reviewers and CCGA members.

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. Given its status as a new graduate program title on the UC Berkeley campus, CCGA submits its approval of the Master of Real Estate Development & Design (MRED+D) degree program for formal approval by the Assembly of the Academic Senate.

Respectfully submitted,

Kwai Ng
Chair, CCGA

c: Shane White, Academic Council Vice Chair
           CCGA Members
           Hilary Baxter, Academic Senate Executive Director
           Jocelyn Banaria, Academic Senate Associate Director
           Michael LaBriola, Academic Senate Analyst
           Linda Song, Assistant Dean, Graduate Division
           Noam Manor, Analyst, Office of Planning and Analysis
           Sumei Quiggle, Associate Director UCB Academic Senate

Enclosure: 1

Re:
UC Berkeley's Proposal for a Self-Supporting Graduate Professional Degree Program:
The Master of Real Estate Development and Design (MRED+D) Degree Program

I.   Description of Proposed Program

UC Berkeley has proposed to establish a new self-supporting graduate professional degree program (SSGPDP): The Master of Real Estate Development & Design (MRED+D) degree program. The program aims to train new real estate development professionals who will tackle 21st Century urban challenges. Graduates of the program are expected master sustainable building design, low-carbon land use and transportation, environmental review, urban land economics, and real estate project structure and financing among other areas.

The MRED+D degree program will be full-time, will take 11 months and a minimum 33-units to complete, and will be housed in the College of Environmental Design (CED). The program is projected to admit an initial cohort of 16 students in 2018 and build up to 40 students (by year 4), with 60% of them being resident, 25% non-resident domestic and 15% international students. The program is expected to start in the summer and last through the next academic year. Students in the program are expected to complete an individual "professional report" or a substantive individual contribution to an extensive team report on a major development project analysis. This project can be linked to the multi-topic "Omnibus Development Studio" on a domestic or international real estate case during the spring semester to create a "Capstone Project" or could be coupled to one of many major real estate industry design competitions throughout the year. Ladder rank CED faculty, lecturers from the professional community, and industry-sponsored lectures or adjunct Professors of Practice are expected to teach the courses in the MRED+D program.

This new SSGPDP is ambitious and projects that it will break even in its first year. It is expected to use its tuition revenues to fund return-to-aid that can support cohort diversity. This aid will rise from 15% of net revenue in the first year that provides a 50% tuition fellowship to a quarter of the initial cohort of 16 students to a level where it will support a third of a cohort of 40 students at program maturity.

The MRED+D program's governance structure will be college-wide, and will be directed by a Faculty Director who will also be the Head Graduate Advisor, supported by a Practice Director, and an Education Committee that will include department chairs. The Education Committee will decide on ladder faculty staffing, advising, admissions, and related issues. CED faculty are expected to vote on faculty issues when invited to do so. The dean of

college retains all administrative and budgetary responsibilities for the program. The governance model and revenue-sharing with departments are designed to secure buy-in from the department chairs.

UC Berkeley had proposal extensively vetted by nearly all the top leaders in the field, thus making it hard to find external reviewers who had not seen or heard about the proposal. CCGA recruited two external and two internal reviewers who had substantial experience in proposing, leading, mentoring and teaching in graduate degree programs in real estate development and design to review this proposal.

The internal reviewers were:
1. Professor Lois Takahashi, Department of Urban Planning; Former Interim Dean, Luskin School of Public Affairs, UCLA
2. Professor Ajay Garde, Department of Planning Policy, and Design, School of Social Ecology, UC Irvine

The external reviewers were:
1. Professor Vishaan Chakrabarti, Graduate School of Architecture, Planning & Preservation, Columbia University
2. Professor Richard Peiser, Real Estate Development, Graduate School of Design, Harvard University

The University Committee on Planning and Budget (UCPB) has a largely positive review of the program but raised concerns about the perceived less-than-strong support of current CED faculty. Subsequent CCGA follow-up on the faculty support vote with the CED and lead proponents resulted in the clarification of the context and consequences of the initial faculty support vote.

II.   Strengths of the Proposed Program

The reviewers enthusiastically endorsed the proposal. The program strengths include:

- The uniqueness and timeliness of the MRED+D within the UC system especially given the urban development and climate challenges facing California and the nation.
- The rigorous program plan and the stellar faculty expertise to administer the program.
- The impressive depth and breadth of the proposed curriculum especially given its one-year design.
- Adequacy of facilities, budgets and financial aid within the proposed program.
- The strong applicant pool and strong placement prospects of the graduates.

III.   Constructive Criticisms of the Proposed Program and UC Berkeley's Responses

The reviewers also identified several areas in the proposal that the program proponents should address to improve the proposal. The issues raised include the following:

- Unclear description of the role of faculty director.
- The challenges of the design studio for students with no design education.
- The lack of specific courses on market analysis.
- The issue of night-time courses and impact on existing programs.
- The need for measured enthusiasm for high market demand for the degree given perceived demand plateau in the field.
- Some inconsistencies in the program description about teaching loads and assignments.

UC Berkeley has responded appropriately. They satisfactorily addressed these and other concerns. The detailed criticisms and UC Berkeley's responses can be seen in the attachments.

IV.   Summary and Recommendation

The reviewers from within and outside the UC system were impressed by the proposal, and saw the need for the program in California and beyond. The reviewers agree that the proposal deserves support. I strongly recommend CCGA approval of the UC Berkeley's MRED+D SSGPDP proposal. It is hoped that Berkeley will use the recommendations that resulted from this extensive review process to establish and run a successful real estate development and design SSGPDP.